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The Effect of Volunteers on the Job Satisfaction and Life Adjustment of Emotionally Disturbed, Hard-Core Unemployed Persons.

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THE EFFECT OF VOLUNTEERS ON THE JOB SATISFACTION
AND LIFE ADJUSTMENT OF EMOTIONALLY DISTURBED,
HARD CORE UNEMPLOYED PERSONS.

The Louisiana State University and Agricultural
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THE EFFECT OF VOLUNTEERS ON THE JOB SATISFACTION
AND LIFE ADJUSTMENT OF EMOTIONALLY DISTURBED,
HARD CORE UNEMPLOYED PERSONS

A Dissertation

Submitted to the Graduate Faculty of the
Louisiana State University and
Agricultural and Mechanical College
in partial fulfillment of the
requirements for the degree of
Doctor of Philosophy

in

The Department of Psychology

by
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ABSTRACT

A lack of literature is evident on the effects of volunteers and on the job satisfaction of emotionally disturbed hard core unemployed persons. This lack is occasioned, in part, by the proliferation of conflicting definitions of job satisfaction. Here, job satisfaction is defined as the cognitive-affective components of an attitude which result from a behavioral component which elicits expected rewards.

The present study was conducted for the purposes of adding knowledge to the aforementioned areas and evaluating the effects of a community mental health volunteer program on the social-vocational rehabilitation of emotionally disturbed persons (Ps). The study was divided into three phases.

Phase I examined the effects of volunteers on clients' knowledge (Part A) and use (Part B) of community social-recreational-cultural resources, job status (Part C), job satisfaction (Part D), tenure (Part E), and overall life satisfaction. Phase II examined the relationship of a predictor battery of questionnaires to clients' job status (Part A) and tenure (Part B). Phase III examined the relationship of job satisfaction to community social-recreational-cultural characteristics as measured by objective census data (Part A) and subjective client perception data (Part B).

A review of relevant literature was presented to establish the

rationale germane to each phase.

For Phase I, volunteers (Vs) were recruited-screened-oriented-trained in regular volunteer services as well as in: 1) psycho-social work behavior, 2) cultural deprivation, 3) mental health, and 4) methods of social-vocational rehabilitation. These volunteers were matched to a random sample of Ps and compared to a random sample of Ps without Vs via a pre-post test design using Hotelling's T^2 on a battery of questionnaires.

Ps with Vs obtained overall higher scores ($p \ T^2=.002$) with individual significance levels being obtained on the use of community resources (.02) job (.0002), and job satisfaction (.03). Level of aspiration almost reached the desired significance level at .07 although none of the other measures showed significant differences.

For Phase II, Part A, a stepwise D^2 was performed on the predictors using jobs, and tenure, respectively as classification (criterion) variables. None of the predictors, or combinations of variables, contributed significantly to either the job or tenure classification. Only 54% of the Ps were properly classified as to job and only 67% were properly classified as to turnover.

In Phase III, none of the canonical correlations (R_c 's) were significant in either Part A or Part B. However, the first R_c for Part B obtained a probability level of .10.

It was concluded that the volunteer program herein described was effective in modifying community and job behaviors of Ps. However, study needs to continue on developing a predictive battery of questionnaires for Ps obtaining and maintaining jobs as well as on the relationship of community variables to jobs for Ps.

INTRODUCTION

The studies reported herein apparently represent opposite ends of a continuum of frequency of literature reports. While very little literature exists on the effects of volunteers on any phenomena (Brittain, 1972), a very large literature exists on job satisfaction. In actuality, however, there is also very little literature on job satisfaction of hard core unemployed persons, not to mention such persons who are also emotionally disturbed.

One obvious explanation for the lack of studies in the latter area is the fact that such persons either fail to become employed at all or fail to maintain employment once obtained. Thus, sufficient data cannot be accumulated. However, this explanation itself does not excuse lack of investigation, but further points up the need to study job motivation and job satisfaction as they relate to employment and turnover, respectively.

A Definitional Dilemma

The proliferation of definitions of job satisfaction has taken many forms: 1) morale (Fleishman, 1967), 2) balance times expectancy (Vroom, 1964), 3) a primary affective variable distinct from ego involvement (Quinn and Kahn, 1967), 4) any variable changed above an indifference level that produces positive feelings toward a job (Smith and Cranny, 1968), 5) a dependent variable following successful performance (Locke, 1967), 6) a ". . . pleasant emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of

one's job values." (Locke, 1969), 7) an independent variable (Herzberg, 1959), 8) either a dependent or an independent variable (Lawler, 1968), 9) a moderator variable (Davis, 1967), 10) a social comparison of inputs and outcomes (Patchen, 1960), 11) a result of need actualization (Maslow, 1954, and 12) a complex multivariate construct (Ronan, 1970) influenced by intrapersonal (Katzell, Barrett, and Parker, 1961), interpersonal (Agyris, 1966), organizational (Fournet, Distenfeld and Pryor, 1966; Smith and Cranny, 1968), and environmental variables (Hulin, 1963a).

Recently, more careful study has been given to delineating job satisfaction from job importance (Smith and Hulin, 1968; Dachler and Hulin, 1969; and Leavitt and Bass, 1964), job involvement (Weissenberg and Gruenfield, 1968; Lawler and Hall, 1970; Lodahl and Kejner, 1965; and Vroom, 1964) job morale (Ronan, 1970), and job motivation (Graen, 1969; Ilgen, 1971; Lawler and Hall, 1970; Wernimont, Toren, and Kapell, 1970). Regarding motivation, the present author assumes the position that the terms motivation and satisfaction should not be used interchangeably. People who are motivated to work may not be satisfied with their work, and vice versa. Motivation is a phenomena so labeled because "it" initiates some form of behavior, whereas satisfaction is a phenomena so labeled because "it" maintains behavior.

Although both phenomenon may involve the same behavioral component of an overall attitude, the cognitive and affective components are separate. According to Fishbein (1967), a single attitude must include all three components. The crucial variable, often ignored in job-related research (Weick, 1969), is time.

In the case of motivation, cognitive dissonance exists before the fact (behavior) and the subsequent occurrence of the behavior is an effort to reduce this dissonance. Now, this does not exclude expectancy theory (Porter & Lawler, 1968) since the effort is predicated upon some expectation that the behavior in question will reduce the dissonance.

In the case of satisfaction, its cognitive-affective components exist after the fact (behavior) if such behavior does indeed elicit expected rewards. The three components are then balanced until a change in an individual, situational, or community variable occurs which unbalances the relationship between the cognitive-affective-behavioral components. Obviously, given the passage of time, one or more of these variables will change and increase the probability of new dissonance. Defined in this matter, it is easy to see why the often-studied, infrequently confirmed, job satisfaction-job performance relationship is better viewed as a job performance-job satisfaction relationship.

It is also easy to see why Herzberg's two-factor theory (1959) is in error in its definitional equation of job motivators (content factors) with job motivation and satisfaction (Wolf, 1970). According to Wolf, this erroneous definitional equation accounts for the fact that many studies have failed to replicate Herzberg's finding (1968) of a satisfaction-performance relationship. Some of those studies which at least partially refute Herzberg are those of Ewen (1964, 1966), Graen (1966, 1967), Lahiri & Choudhuri (1965), Dunnette, Campbell, & Hakel (1967), Smith & Cranny (1968), Malinovsky & Barry (1965), Quinn

& Kahn (1967), Dunnette (1965), Friedlander (1963), Ewen, Smith, Hulin, & Locke (1966), House & Wigdor (1967, 1968), Gruenfeld & Weissenberg (1970), and Hinricks (1970).

For purposes of the present study, the construct of job motivation will not be tested as it relates to job performance with the two following exceptions: 1) where seeking and gaining employment is dependent on motivation, and 2) where poor performance clearly results in employee's non-voluntary termination. Thus, the essential variable to be tested, both as an independent (predictor) and dependent (criterion) variable, will be job satisfaction.

Subcultural Subtleties of Job Satisfaction

The Cornell studies on job satisfaction, by far the most carefully designed investigations in the area, formulate job satisfaction as an affect associated with a perceived difference between what the employee expects as a fair return for his services, and what he experiences in relation to the available alternatives in a given situation (Kendall, 1963; Locke, Smith, Kendall, Hulin, & Miller, 1964; Hulin & Smith, 1965; Hulin, 1966a, 1966b). The impetus for this definition came from an earlier study by Katzell, Barrett, & Parker (1961) which suggested that job satisfaction be viewed as an output (dependent) variable rather than an input (independent) variable. In this view, situational variables act as an independent variable set, job performance becomes a concurrent dependent variable along with job satisfaction, and employee needs and expectations function as intervening variables between the situational variables and both the satisfaction

and performances variables. The Cornell studies elaborated this suggestion and proposed that job satisfaction is an independent variable (that is, affects behavior directly) only under very special circumstances of the individual and his situation (Locke, Smith, Kendall, Hulin, and Miller, 1964).

In this elaboration, the Cornell studies appear to be borrowing the concept of "needs" from Maslow's need-hierarchy (Porter, 1961), and the concept of employee expectations from Vroom's expectancy theory (1964) and Adams's equity theory (Patchen, 1961) with the latter extended from comparisons of inputs-outcomes with significant others on the job to comparisons of inputs-outcomes with others in the community as well as on the job. The critical assumption of both equity theory and the Cornell studies is that satisfaction results from these comparisons being consonant.

In several of the above mentioned studies, emphasis was placed upon community characteristics as important situational variables (Katzell, et al., 1961; Cureton and Katzell, 1962). Kendall (1963) found that 55 community variables reduced to 8 variates (prosperity, decrepitude, productive farming, urban growth, slum conditions, northern males, infant deaths, and urbanization) were influential, in combination with situational factors on the job, in affecting job satisfaction. Specifically, he found unattractive community features to be related to: high absence rates, high general job satisfaction, high satisfaction with pay, and high satisfaction with work done on the job. Further, unattractive community features in combination with

personal background features were related to high performance on the job.

Hulin's model (1963a) utilizes plant variables (that is size, wages, etc.) and community variables (urban--rural factors, unemployment, etc.) as moderator variables which moderate the relationship between job satisfaction and job performance. Community variables and the personal characteristics of the worker, in this model, exert their strongest effect on the relationship between satisfaction and behavior directed toward leaving the job (absences, turnover, tardiness), while plant characteristics and worker characteristics exert their strongest effect on the relationship between satisfaction and behavior on the job (job performance).

Hulin (1966a) categorized community variables from a taxonomy developed by Kendall (1963) from a principal component analysis of the inter-correlations of 55 per capita variables from 370 United States counties. Noting the dangers of using the results of an analysis not designed to answer the questions most crucial to the research problem, Hulin risks this danger in lieu of saving in research expense and time. As will be noted later, this resulted in some distortion in his data. Assignment of values to the selected community characteristics was done on the basis of the United States Bureau of Census report (1962) or the United States Department of Commerce report (1963).

Hulin selected the following community characteristic variates to form the following indices: 1) index of the economic situation of the community (slums, prosperity, and productive farming), 2) index of

job opportunities in the community (unemployment), and 3) index of the variates of general interest (northern-work force and decrepitude). These community variates were intercorrelated using Pearson product--moment correlations with satisfaction measures and office performance measures.

The results of the intercorrelations showed: An over-sampling of rural areas and small towns, low discriminant validity for several items as indicated by the heterotrait--monomethod and heterotrait--heteromethod correlations, near zero correlations between the job satisfaction measures and the group productivity measures (contrary to Katzell, et al., 1961), and near zero correlations between group size and satisfaction measures (also contrary to many previous findings). However, the important finding for the present study, was that satisfaction with supervision and co-worker relationships, unlike the other three indicants of the Job Description Index (JDI), showed very little relationship to the community characteristics cited above.

This latter finding was in line with those of Kendall (1963), Hulin (1963a) and Hulin & Smith (1965). Kendall found that satisfaction with supervision and co-workers was less frequently associated with the community characteristics than satisfaction with pay, work, and promotional opportunities (1963). Hulin and Smith (1965) found that satisfaction with supervision and co-workers was not affected by age, tenure, salary, and job level whereas satisfaction with pay, work and promotional opportunities was affected.

Hulin (1966a) attributed the above findings to lack of consensual agreement on what constitutes good supervision, and good co-worker

relationships. He concluded that a prerequisite to such consensual agreement is research which includes variables that will predict one worker's reaction to another person. What Hulin implies, and what the present study attempts to demonstrate, is that the community variables which he studied did not include variables which intuitively bore a relationship to interpersonal areas (supervision and co-workers) of employee job satisfaction. Even a casual examination of the community variables correlated with job satisfaction and performance variables by previous investigators discloses that all of the former are more directly related to community economics than to community interpersonal relationships with authorities and/or peers.

PURPOSES

The present study was conducted for the purposes of adding knowledge to the aforementioned areas and evaluating the effects of a volunteer program designed to assist in the vocational rehabilitation of emotionally disturbed, hard-core unemployed persons (Ps). The study was divided into three phases:

Phase I examined the effect of volunteers (Vs) on Ps in terms of:

Part A - P's knowledge of social-recreational-cultural community characteristics,

Part B - P's use of social-recreational-cultural community resources,

Part C - P's obtaining a job,

Part D - P's job satisfaction,

Part E - P's probability of turnover, and

Part F - P's overall life adjustment.

Phase II - Part A examined the relationship of a predictor battery of questionnaires to P's obtaining a job (criterion). Part B examined the relationship of job satisfaction (predictor), for those Ps obtaining work, to job turnover (criterion).

Phase III - Part A examined the relationship of job satisfaction to community characteristics of a social-recreational-cultural nature as well as of an economic nature. Part B examined the relationship of job satisfaction to subjectively perceived community characteristics as well as to objectively determined community characteristics.

Specific hypotheses and a review of relevant literature are presented here to establish the rationale germane to each phase.

Phase I Hypotheses

Though community characteristics (e.g., the labor market) determine much unemployment, many of the emotionally disturbed hard-core unemployed simply do not expect to benefit from a job, consequently fail to do so, and thus fail to maintain employment. Unfortunately, such persons usually have few others (relatives, friends, etc.) who are willing to help change these expectations.

Phase I tested the effectiveness of the Baton Rouge Community Mental Health Center (BRCMHC) Volunteer Program (VIP), Vocational Rehabilitation Division (VIP-VR), in effecting changes in Ps' expectations as indicated above. The VIP program was previously tested as to the impact of its social services on Ps (Brittain, 1972). The general conclusion was that vocational variables of Ps, and to some extent volunteers (Vs), moderated the effect of social services on overall P adjustment to the community. Brittain's review of the literature on volunteer programs in mental health also documented the dearth of literature on the effectiveness of Vs on Ps in such programs.

Specifically, Phase I hypothesized that Ps who participate with Vs in an activity focused (social-vocational), time limited (4-5 months) interpersonal relationship (VR-Vs) will, as compared to Ps without Vs (VR-NON-Vs): Part A) show more knowledge of social-recreational-cultural resources, Part B) show more use of social-recreational-cultural resources, Part C) obtain more jobs, Part D) have higher JDI

scores (affective DV), Part E) have higher rates of job tenure (behavioral DV), and Part F) have higher overall life adjustment.

In regard to the latter hypothesis, Ronan (1970) concluded ". . . job satisfaction is of major importance to individual life adjustment," although few studies in the literature have actually been concerned with personality variables. Both Ronan (1970) and Herzberg & Synderman (1959) proposed that one correlate for job satisfaction is general mental health as indexed by infirmity visits for psychosomatic illnesses, etc. Herzberg & Synderman (1959, p. 137) asserted,

This implies that the one most significant thing to be done to raise the mental health of the majority of our citizens is to increase the potential for motivation in their work. Thus, a program in mental health becomes not an encapsulated and isolated attack on the problem of the individual neurotic, the alcoholic, or the psychopath but a positive force for the entire community.

In a related vein, a division 14 (Industrial Psychology) ad Hoc. committee on Public Policy and Social Issues recommended that the division appoint a similar standing committee to ". . . encourage and facilitate the participation of Division members in studies, research and service on problems associated with social welfare" (Walker, 1972, p. 1).

Prior to the division 14 ad Hoc. committee recommendation, however, studies were generally only partially related to the reciprocal effects of mental health and work. Gurin, Veroff and Feld (1960) found that though a positive relationship exists between job level and feelings of adequacy on the job and job satisfaction, lower-middle class white-collar workers reported lower mental health scores than their job level alone would have predicted. Schachter, Willerman, Festinger, and Hyman (1961) found, in a field experiment, that supervisory insults and

general unpleasantness in the work environment correlated negatively with work performance only when workers were undergoing a technical change in work (i.e., work was non-stereotyped). One possible explanation for this finding was suggested as being that emotional stress manipulations led to a decrease in employee's motivation to do a good job. This motivational decrease was, in turn, suggested as decreasing performance. Latane and Arrowood (1963) confirmed Schachter, et al.'s field experiment with a laboratory study. Hinton (1968) concluded that environmental frustration significantly reduces creative-problem-solving.

French, Kay, and Meyer (1966) conducted a series of studies on the effects of the industrial environment on mental health. Several of these studies demonstrated that the performance appraisal systems of some companies are threatening to the employee's self-esteem and elicit defensive behavior (Kay, Meyer, and French, 1965). Kay, et al. (1965) also found that high levels of threat were correlated with lower levels of subsequent performance, but only if employees have low self-esteem initially. Korman (1970) confirmed the latter finding.

Katz, Wolfe, Quinn, and Snoek (1964) concluded that role conflicts in organizations are unequally damaging to individual job performance and satisfaction due to the mediation of individual personality variables. For example, the neurotic worker may react more intensely to role stress, yet maintain important interpersonal linkages due to strong dependency needs. Also, the ability of some neurotics to convert high tension into compulsive work may result in higher, rather than lower, performance when under stress.

Katz, et al. (1964), like Herzberg and Synderman (1959) and Ronan (1970), emphasized, however, the health dimension of mental health in organizations. They cited a national survey which showed that 4 of 5 men, if given the opportunity, would choose to work even if they were independently wealthy. The primary reason given for the latter finding was that peer relationships are of paramount importance in work relationships.

Quinn and Kahn (1967), after noting the importance of viewing organizational variables in combination with interpersonal variables, noted two guises under which the study of personality has entered organizational psychology: 1) as a constant for all individuals in a subpopulation, and 2) as differences among individuals. Quinn and Kahn categorized Argyris's work (1964) as the former guise and as largely unsupported by hard data. Examples given of the latter guise were studies which deal with individual personality variables such as need achievement, studies which deal with conceptually unrelated personality variables (Schein, 1965), and studies which deal with general personality theories such as Vroom's (1964) extension of Lewinian theory to work motivation.

Somewhat differently, Bass (1965) has postulated relatively independent work orientations (task, self, interpersonal) as being related to yet other personality variables. Among Bass's findings was that interpersonal consequences of role conflicts are greatest for workers high in neurotic anxiety, introversion, or rigidity than for workers with less neuroticism. Thus, for Bass, personality variables serve as mediators.

In a further use of mediating variables, Korman (1970) proposed that job satisfaction is a convergence of the influences of personal need fulfillment and social reference group norms. Korman used cognitive dissonance and equity theory predictions to predict job satisfaction and job performance for individual workers. Specifically, need fulfillment (expectancy) predictions for satisfaction and performance hold only if workers are of high self-esteem since high satisfaction and high performance are consonant with high needs for achievement, etc. On the other hand, high satisfaction and high performance are not consonant with the needs of the low self-esteem individual, especially if the social reference group's norm (e.g., low income blacks) reinforces low self-esteem. Finally, Korman (1970) noted the problems inherent in determining some workers' social reference group and in identifying individuals' personal needs.

Blake and Mouton (1968) use personality variables as independent variables which may predispose supervisors to a particular leadership style. Though they do not test such utility and they cite references for support that have only general application at best (Quinn and Kahn, 1967), Blake and Mouton (1968) offer propositions that: 1) make individual difference integral to job theory, 2) recognize negative aspects of human personality functioning in organizations, and 3) present testable hypotheses (Quinn and Kahn, 1967).

While most studies cited thus far relate only parenthetically to personality and mental health variables, Kornhauser's studies (1965) relate directly to mental health. Kornhauser found that indicants of

poor mental health increased as job level decreased from skilled workers to semi-skilled workers. Mental health was first defined via 50 questions asked in interviews with 655 men. The interviews concerned anxiety, emotional tension, self-esteem, hostility, sociability, life satisfaction, and personal morale. Mental health was then defined by evaluations of 40 case histories by 4 psychiatrists and 2 clinical psychologists. Interrater reliability between pairs of raters produced a tau of .52.

In addition to denoting the positive correlation between mental health and job level, Kornhauser (1965) attributed the latter as causative of the former although the effects were moderated by some individual and situational variables. As an example of the moderating effects, Kornhauser found that IQ was negatively related to turnover on complex jobs (Vroom, 1964). Finally, Kornhauser stressed the importance of job satisfaction to overall life adjustment (Ronan, 1970).

Hulin and Blood (1968) criticized Kornhauser's study (1965) on the following bases: 1) the definition of mental health was esoteric to Kornhauser, 2) only blue-collar workers were interviewed (thus severely limiting the job levels studied) and 3) individual differences were ignored. Ronan (1970) refuted Hulin and Blood's criticisms by noting that the latter two criticisms ~~were~~ not true and cited chapters 4 and 7 of Kornhauser (1965) to document this falsity.

Ronan (1970) also rejected Hulin and Blood's (1968) contention that the term "anomie" is a more definitive explanation for job satisfaction than Kornhauser's (1965) term "mental health." Ronan maintained

that such a term used as a description of differences between rural and urban workers would require that industries in both settings be essentially equal on important dimensions. Actually, rural and small town industries tend to be smaller and Kornhauser (1965) found them to have higher levels of job satisfaction. Finally, Ronan excused Kornhauser's interview methodology on the basis that ". . . it seems likely that a person of his skill and experience would be fully aware of the dangers. . ." (1970, p. 2).

In all fairness to Hulin and Blood (1968), it should be noted that Ronan misquoted them; they did not say that the Kornhauser study ". . . was done with only urban blue collar workers. . ." (Ronan, 1970, p. 2), but rather that ". . . Kornhauser attempted to generalize from an urban blue collar sample to all production workers." (Hulin and Blood, 1968, p. 46). In all fairness to Kornhauser, however, he specifically stated at several points in his book that generalizations beyond his sample were unwarranted.

In any case, Hulin and Blood (1968) did not merely state that Kornhauser (1965) ignored individual differences, but added:

Perhaps this is justified since he explained that these differences were not the point of his discussion. However, we should not overlook his data which show the relationship between personal background variables and the Mental Health Index score to be at least as strong as that between job level and the Mental Health Index score. He pointed to the relative independence of these influences, but his analytic techniques were such that they would not have been sensitive to interaction effects so this conclusion might be attributed to his personal judgements.

Finally, Ronan's (1970) casual dismissal of possible interview bias by stressing Kornhauser's skill and experience cannot be supported by data, and thus bears no additional refutation here.

The present study, by using only clients of a mental health center as the population to be studied and to be generalized from (to other mental health clients), short-circuits Hulin and Blood's (1968) final criticism of Kornhauser (1965), i.e., that he tried to index mental health with a research sample with possible subcultural differences. The present study's mental health center admission income ceiling (\$10,500 annual income) and the strict diagnostic criteria of this mental health center's clients who were determined to be acceptable referrals to vocational rehabilitation further limit the population studied, both subculturally and in terms of mental health.

The problems of the emotionally disturbed, culturally deprived, hard core unemployed person is aptly described by Koumans (1969, p. 299) as follows: "Motivation or reachability, in this view, is not a quality of the patient, but an article in the hidden contract." To remedy the I-thou, class-chasm-characterized therapy relationships, Koumans suggested the abandonment of the doctor-patient relationship as the sine qua non for help. He concluded that this is already being done through the use of paraprofessionals and volunteers in many medical, social, and psychological services. The BRQMHC-VIP-VR program is one such setting; here, the effects of volunteers on emotionally disturbed - hard core unemployed persons in terms of job satisfaction and life adjustment can be directly observed (Chart A).

Phase II

It was imperative that the probability of a given P obtaining and maintaining a job be ascertained. To this end, Phase II-Parts A

CHART A

VIP-VR PROGRAM AND RESEARCH MODEL

Input Variables	Measures	Independent Variables	Measures	Moderator Variables	Measures	Affective Dependent Variables	Measures	Behavioral Dependent Variables	Measures
				<u>P interpersonal relationships</u>					
				-perceived	FIRO-B,P				
				-at home	PARS-ipr				
				-in community	PARS-Soc				
				-with V	V				
<u>Person</u>	Demo-graphic	<u>Vs</u>	VIP-Vs who spend 4 months in social-vocational activities with Ps	<u>P needs and expectations</u>	P	<u>Job Satisfaction</u>	JDI	<u>Turnover</u>	Two months tenure on job
<u>Plant</u>	Employment Security			-on job	P-P, JPI	with pay, promotions, work itself, and supervision & co-workers			
<u>Community Subculture</u>	Census P-P			-in community	P-P				
				-in life	Cantril				
				<u>P behavior</u>					
				-perceived	FIRO-B				
				-at home	PARS				
				-on job	PARS-job				
				-in community	PARS				
					V				
				<u>P BROMHC contacts</u>	T				
				<u>P VR contacts</u>	VR				

and B consisted of a predictive validity study to be conducted utilizing as predictors, a rating of community adjustment filled out by P's family member (PARS), and ratings by the P, V, Therapist (T), and VR counselor (C) of the P's overall life adjustment. Demographic data, a level of aspiration rating (Cantril), an index of interpersonal life style (FIRO-B), and job preference rating (JPI) were also obtained from P for use as predictors. If P obtained a job, a pretest job satisfaction questionnaire (JDI) served as a predictor for P staying on that job. Locke, Smith, Kendall, Hulin, & Miller (1964), noted the rare use of job satisfaction measures as predictors.

In the present study, where job satisfaction served as a predictor (IV), the criterion (DV) was not performed per se. Numerous studies have shown the lack of such a relationship (Vroom, 1964; Brayfield & Crockett, 1955; Ronan, 1967; Ewen, 1966; House and Wigdor, 1968; and Hinrichs, 1970). In fact, the opposite relationship, satisfaction as a DV contingent upon performance as an IV, has been more frequently demonstrated (Heron, 1952, 1954, 1955; Ronan, 1970; and Locke, 1969).

The only "performance" variable which has shown any consistent relationship to job satisfaction has been turnover (Vroom, 1964; Porter & Lawler, 1968). Tardiness and absenteeism have not shown results as consistent as turnover due to the difficulties of distinguishing "excused" and "unexcused" absences and tardiness, and to the difficulty in determining whether to treat equally frequent short absences (which are equal in total time lost to one long absence) and one long absence (Guion, 1966).

Ronan (1970) cited several multiple criteria job satisfaction studies in which turnover was one of the criterion. Kerr, Kopelmeir, and Sullivan (1951), using 17 criterion variables, found that departments characterized by high satisfaction were also characterized by moderate turnover. Fleishman and Harris (1962) found turnover and grievance submission to be higher under supervision characterized by initiating structure. Ley (1966) found a positive correlation of .76 between turnover and rated authority of foremen. Giese and Ruter (1949) found morale scores to be related to turnover.

Other multiple criteria studies were cited in Ronan's review (1970). Hitt (1956), though finding that turnover was lowest in regions with high company pride, also found interacting situational variables of overtime, career intention, efficiency of production, newness, size, male-female ratio, etc. Bowers (1964) found that higher total control was unrelated to turnover. Yuzuk (1961) found that skilled and experienced employees showed lower turnover and higher satisfaction, and that satisfaction with working conditions correlated with low skill level. Yuzuk concluded that the most important correlate of job satisfaction is skill level.

Quinn and Kahn (1967) stressed the importance of turnover to an organization's effectiveness and noted its consistently found relationship to job satisfaction. John D. Ehrlichman, assistant to the president for Domestic Affairs, White House, Washington, D.C. (Time, October 13, 1972) noted that of 4.8 million unemployed persons in September, 1972, 635,000 left their jobs voluntarily and another 1,452,000 decided to return to work after voluntary separation.

Indik (1966) found that in 21 of 23 studies, large corporations had higher turnover than small organizations. He noted one reason for this being less adequate communication which leads to a reduced level of interpersonal attraction among members.

Korman (1970), though conceding the consistently found negative relationship between job satisfaction and turnover, noted that this relationship has not been tested with different occupations and different social characteristics of the situation acting as moderators except in Metzner and Mann's (1953) study. Metzner and Mann found no relationship of turnover with white and blue collar males and females. However, in specific groups, relationships were found which were moderated by job level and demographic characteristics.

Korman (1970) presented a summary of 7 studies by other investigators, 4 with individual analysis and 3 with group analysis, which generally showed low negative correlations between turnover and job satisfaction. He hypothesized that turnover is a resultant of forces to stay on the job, forces toward other jobs in the community, and the expectancy of obtaining another job in the community.

Ronan (1970) cited several single criterion studies. Ross and Zander (1957) found that need fulfillment, especially with recognition and achievement, was related to turnover. They were able to obtain satisfaction data prior to employees resignation. Speroff (1959) found present satisfaction level to be related to past turnover. Sheppard (1967) found job satisfaction differences between employees who had terminated and remaining employees. Ronan (1967) himself found

one of the major reasons for turnover to be dissatisfaction with pay in the case of higher level administrators, professionals and clerical staff, and dissatisfaction with job security in the case of shop personnel. Ronan also found that employees analyzed their individual situations in relation to their particular job, suggesting again the importance of variables of individual difference.

Katzell, Barrett, & Parker (1961) found no significant relationship between job satisfaction and turnover although some company divisions with a small town culture tended to have lower turnover. Hulin (1966) found that turnover female clerical workers showed significantly less job satisfaction on a questionnaire completed prior to termination than did the workers who remained on the staff. However, he questioned the veracity of reviews by Vroom (1964), Brayfield and Crockett (1955), Herzberg, Mausner, Petterson and Capwell (1957), and Katzell (1957) that indicate the generality of the job satisfaction-job turnover negative relationship. He also questioned the generality of his own finding on the basis of the relative readiness of young, well educated, females with easily marketable job skills to terminate jobs. Hulin's proposition that workers at the other end of the demographic and situational continuum would tend to be non-terminators is a point to be questioned in light of the present study.

The present study had as one of its secondary purposes the testing of an observation by Hulin (1966) that while the satisfaction-turnover relationship was significant for workers who quit during the first 5 months following the JDI, such relationship was not observed

for workers who terminated from the 7th to the 12th month post-JDI. Hulin (1966) suggested that the magnitude of the relationship was not appreciably different for the 2 time periods, being $-.26$ for the early terminators and $-.28$ for the late terminators. In short, the earliest terminators tended to have lower JDI scores in relation to terminators in each succeeding month; i.e., those who felt the most dissatisfaction quit first. The present study was unable to observe similar relationships due to delays in VR processing of some Ps in terms of job finding.

On the basis of the above mentioned study by Hulin (1966), a program to increase job satisfaction and decrease turnover was established in the company from which Hulin gathered his initial data. Hulin (1968) evaluated the effects of this program and found a decrease in turnover from 30.3% in 1961 and 30.0% in 1962, 1963 and 1964, respectively, to 18% in 1965 and 12% in 1966. He also found a significant increase in 4 of the 5 JDI job areas studied. In discussing the possibility of extraneous variables affecting the results, Hulin systematically ruled out history (e.g., labor market change), a statistical regression to the mean, changes in work force composition, random factors, motivation, instrument decay, mortality, selection, and obtrusive measures. Finally, Hulin found that job satisfaction-turnover negative relationship did not significantly differ with varying levels of turnover.

Hinrichs (1970) and Hulin (1966) noted a lack of literature on turnover in view of its costs to industry. Both investigators called for research on the individual and environmental differences that

moderate the job satisfaction-turnover relationship. Such moderating variables should be relatively easy to locate due to the relative reliability of the performance criterion, turnover. The review of Schuh (1967) cited example of studies utilizing individual variables as moderators. Schuh concluded that turnover was not consistently related to personality, aptitude, or intelligence, whereas it was related to interests, biographical data, and job satisfaction.

To re-iterate, Phase II-Part A tested the predictive validity of a battery of measurements for the criterion of Ps obtaining work. These measurements included: 1) P, T, and C questionnaires (no questionnaires filled out by V were included here since not all Ps were assigned a V and since V effect was ascertained in the testing of the hypotheses of Phase I-Parts C and D), 2) demographic data sheet, 3) Cantril, 4) FIRO-B, 5) JPI, and 6) PARS.

Phase II-Part B tested the predictive validity of the above mentioned battery, plus a measure of job satisfaction (JDI), for the criterion of voluntary turnover. Though it was possible that employee unexcused absences contributed to an employer terminating a worker (or to the employer making work so dissatisfying that the worker ~~was~~ forced to terminate on his own), turnover here was restricted to voluntary termination.

Phase III Hypotheses

Phase III-Part A tested the hypothesis that community characteristics which include indicants of the social-recreational-cultural structure of the community (SRCS), as well as the economic structure,

will be significantly (.05) related to the job satisfaction indices (JDI) of satisfaction with supervision and co-workers, respectively, as well as to the JDI indices of satisfaction with pay, promotional opportunities, and work itself.

Phase III-Part B tested the hypothesis that subjectively defined community characteristics, as well as objectively defined community characteristics, will be significantly (.05) related to job satisfaction.

This hypothesis examined the Cornell studies' operational definition of community characteristics as they relate to the individual worker. The Cornell studies, though expressly defining job satisfaction as being dependent upon the intervening effects of employee needs and expectations seem to equate objectively defined community characteristics (census data) with subjectively defined community characteristics (individual employee's perception). However, it is quite possible that global community indicants, economic or social, are not the same as the preceived indicants of the individual's neighborhood, much less the individual himself.

The importance of individual differences in work settings has been emphasized by several investigators. Porter and Lawler (1968) stressed the importance of employee perception of his work role in affecting work effort, and the importance of employee perception of probabilities of receiving reward following effort extension (as well as the equity of such rewards) in moderating the effect of performance on satisfaction.

Graen (1969) concluded that an analysis of the "work personality - work role systems" (p. 24) which capitalizes on individual

work personality differences is more fruitful than traditional approaches. Paine, Deutsch and Smith (1967) investigated the family background and correlates of work values in a university population, and Hinrichs (1970) suggested that the study of background variables should be an important research area for the future. If values do in fact affect job satisfaction as Locke proposed (1967), this is indeed an important individual difference requiring more research.

The essential point tested in Phase III-Part B was that individual perceptions of community characteristics are a neglected, but important, set of variables to job satisfaction. However, the underlying question was whether such perceptions differ not only among individuals, but also differ in a more systematic way across other factors such as job level and subculture. Though this question could not be answered here due to the absence of a comparative sample of "normal" workers, it seemed intuitive that perceptions of any economic-social dimension are quite different for the low job level - culturally deprived - frequently unemployed worker than for the normal worker, even if both occupy lower level jobs.

Vroom (1964) cited studies which showed: 1) first level supervisors see work in terms of security while executives see work in terms of career achievement (Pellegrin and Coates, 1957), and 2) ratings of accomplishment and self-expression relate directly to job level (Morse and Weiss, 1955; Lyman, 1955). Malinovsky and Barry (1965) found that job level was as significant a determinant of job satisfaction as either dimension of the two factor theory.

Wolf (1970) noted that according to Maslow's need hierarchy, job context factors should be more important to lower level employees than should job content factors. Further, Wolf suggested: 1) employees with unmet lower level needs gain both satisfaction and dissatisfaction in terms of lower level needs only, 2) employees with conditionally met lower level needs (i.e., the rewards for their needs are contingent upon performance) gain satisfaction and dissatisfaction in terms of higher level needs, although dissatisfaction can also result from loss of a previous conditionally met lower level need, and 3) job motivation is the employee's perception of an opportunity to gratify an active need through job-related behaviors. Thus, job level interacts with differences in individual needs to affect both satisfaction and motivation.

Bloom & Barry (1967) found, in specific, that hygiene factors were more important to Negro blue-collar workers than white blue-collar workers, and concluded, in general, that the two-factor theory is not useful when applied to low-status work.

Smith and Cranny (1968) concluded from their review that reward-satisfaction relationships differ for blue- and white-collar workers. They questioned, along with other investigators (Strauss, 1963; Kuhlen, 1963), the assumption made by many researchers that self-actualization is a universal desire, especially among lower level workers.

Other investigators stress work value differences along with life value differences (Hyman, 1958; Davis, 1946; and Woods, 1957). Values, of course, are learned from past experiences. Locke (1966,

1967) and Korman (1970) found past learning experiences to affect value and esteem variables which in turn affected performance and, subsequently, satisfaction.

Hinrichs and Mischkind (1967) also emphasized the importance of past experience and subculture. They cited A. N. Turner and P. R. Lawrence's text, Industrial Jobs and the Worker (1965), as illustrative of data that shows the failure of Herzberg's two-factor theory to fully consider the effect of different subcultures on work attitudes and performance. Turner and Lawrence failed to find the traditional job enlargement (jobs with more responsibility, more variety, more authority, etc.) and job satisfaction relationship. Hulin and Blood (1968) found that the generally found positive relationship between job size (vis-a-vis job enlargement literature) and job satisfaction is dependent on worker backgrounds. They criticized the studies which found a negative relationship between automation and job satisfaction (Guest, 1955; Walker and Guest, 1952; and Walker & Marriott, 1951) as being poorly controlled and stating generalizations beyond the limited data presented.

Upon further analysis of their data, Hinrichs & Mischkind (1967) found that only workers in small town factories responded in terms of satisfaction as predicted; urban factory workers responded in the opposite direction. Differences in job satisfaction along the dimension of urbanization were also found by Katzell, Barrett, & Parker (1961, p. 70), "The motivational relevance of differences along this dimension may be regarded as consisting of corresponding differences in culturally determined needs and expectations of the employees. . . ."

Hulin and Blood (1968) cited their earlier study (Blood and Hulin, 1967) as evidence that urban workers suffer from alienation from middle class work norms and from integration into their own subculture. Blood and Hulin (1967), in a re-analysis of data gathered by P. C. Smith and earlier analyzed by Kendall (1963), found that urban workers did not respond to human relations theory. Katzell, et al. (1961) found that location of a plant, and thus worker backgrounds, were correlated with worker attitudes and behavior. Hulin and Blood concluded that the job level, per se, is not the important factor, but rather that the job level may be associated with variables that differentially integrate workers into, or alienate workers from, middle class values. For example, Blood (1969) found a positive relationship between religious affiliation (Protestant) and job satisfaction.

Recent data indicate, at first glance, that the American work ethic is disappearing (Time, 1972). More executives retire in their 50's, auto plant absenteeism has doubled since the early 1960's, employees in many industries refuse overtime, jobs (taxi drivers, domestic workers, auto mechanics and plumbers) go unfilled, young people are highly selective and too expectant in their job selection and job satisfaction, and Gallup polls show 19% of all workers displeased with their jobs as compared to 13% in 1969.

If the above trends are predictive, it would appear that the dominant culture may be closing the work value gap with lower class subculture. However, more than 90% of all males between the ages of 20 and 54 are employed or are actively seeking work, and this percentage is

not greatly different than 25 years ago (Time, 1972). During the past 20 years, the percentage of employed women has increased from 25% to 42%. Leonard Goodwin (Time, 1972) reported a survey that showed that welfare recipients state that they would work if so allowed. Finally, a survey by the Daniel Yankelovich organization (Time, 1972) showed that only 30% of young people surveyed wanted less emphasis on work.

The apparent paradox occurs not because the work ethic is dying, but because workers want increased attention to humanistic features on the job, or so the recent literature goes. Time (1972) cited a recent University of Michigan Survey Research Center study which found that 1,533 workers ranked "good pay" 5th in order of importance behind "interesting work," etc. Though the Michigan finding regarding the perceived importance of pay is by no means a new discovery in job satisfaction studies, it is probably true that today's workers do emphasize, as a group, more humanistic work values. Thus, the dominant culture work value is perhaps even further from the lower class subculture work value than in previous years. As evidence of this increased cultural chasm, the AFL-CIO attacked the federal government in 1972 for not adding the "discouraged worker" and the "underemployed" to the "real unemployment index" (quotations ours) to bring the ratio up to 9.2%. The discouraged worker was described as a person who had lost all hope of finding a job; presumably, this may have included some welfare recipients.

Ernest Erber, Research Director of the National Committee Against Discrimination in Housing, noted that jobs tend to develop in suburbs while the poor remain transportationally bound to the inner city. The

federal power Commission utility rates indicate that the poor pay higher rates than suburban homeowners (twice as high) or industries (three times as high). Allen (1970) and Perloff (1968) cite studies on the consumer spending problems of culturally deprived workers, even if they can obtain and maintain a job.

It is important, at this point, to note that Seashore and Barnowe (1972) found that the "blue collar blues syndrome," a type of job dissatisfaction, was a misnomer. The syndrome was no more apparent for the middle income blue collar worker than for high or low income groups. The authors concluded that the syndrome is associated with features of the job and not with fixed worker attributes (e.g., sex, income, collar-color, important value systems, etc.). Seashore and Barnowe, in exonerating the middle class worker from distinctive dissatisfaction syndromes, illustrated the cultural distance between middle class work values and lower class culturally deprived-hard core unemployed work values.

Thus, from the literature surveyed, it was expected that Ps would show perceptual distortions in regard to community characteristics by virtue of the interacting influences of their emotional condition, cultural deprivation (e.g., urbanization), and job level.

METHOD

Program

In December, 1970 the Baton Rouge Community Mental Health Center (BRCMHC), Baton Rouge, Louisiana joined with the state departments of Education (Vocational Rehabilitation Division), Hospitals, Employment Security, Public Welfare, and Civil Service as well as the Baton Rouge Association for Mental Health to form the State Mental Health Planning Committee for the Employment of Emotionally Handicapped Persons. The present investigator (E) was a member of that committee and proposed in April, 1972 that volunteers be utilized to facilitate the work rehabilitation process, and to evaluate the effects of such facilitation. Following acceptance of the proposal, two months were spent in gathering data from the Vocational Rehabilitation Division (VR) and the Employment Security Department (ES).

The above mentioned data, in conjunction with information already available to E, facilitated the planning of a 6 session training program for Vs in: 1) psycho-social work behavior, 2) cultural deprivation, 3) mental health, and 4) methods of social-vocational rehabilitation for emotionally disturbed hard-core unemployed persons (Ps).

Design

After Vs were recruited-screened-oriented-trained in regular VIP services (Brittain, 1972), they entered the above mentioned special training. At various points during the special training, depending on P referral rates, Vs were matched to a random sample (Arkin and Colton,

1950) of Ps who have been referred to VR. Matching for these Ps (VR-Vs) was performed by E in terms of relative similarity of age, location of residence, race, and sex on the basis of literature which showed proximity and similarity to be two important dimensions of interpersonal attraction. Simultaneous with their continued training, Vs were encouraged to utilize their unique interpersonal styles in involving Ps in a consistent (at least two hours a week), temporally limited (four months), activity focused relationship.

Activities were social (e.g., bowling, picnics, etc.), direct service (transportation, etc.), and vocational (job hunting, etc.) in nature (Appendix A). This activity focus was aimed at attitude change vis-a-vis Festinger's cognitive dissonance theory (Insko, 1967) and Bandura's modeling and vicarious reinforcement paradigm (Bandura, 1969).

A control group, also randomly selected from the Ps referred to VR (VR-Non-Vs), was not assigned Vs. Otherwise, VR-Non-Vs received the same services afforded to VR-Vs, thus affording a 2 group pre-post design. This traditional design was selected for a number of reasons: 1) The failure of an earlier study by Brittain (1972) to obtain sufficient N's in some cells to support the Solomon 4-group design as described by Campbell and Stanley (1963), 2) the need to validate predictor variables, 3) the BRCMHC need to observe pre-post differences for separate individuals, 4) the need to control for here-to-fore erratic VR referral rates, VR referral approvals, and VR referral processings, and 5) the need to have available pre-test questionnaire feedback to Ts upon request. This latter need cannot be under-emphasized in light of

requirements for staff cooperation in research projects (Dreger, 1971).

Immediately after random selection into the VR-V or VR-Non-V groups, and prior to matching in the former group, Ps were contacted via telephone or mail with a standardized appointment statement by E's research aide (Appendix B). The mailed statement had some obvious disadvantages, one of which was that Ps may not have been as likely to respond to the requested interview-questionnaire appointment due to the letter's impersonality and its lack of ability to respond to anxiety, paranoia, reading level differences, or reality situations peculiar to any one P. Nevertheless, since some Ps most in need of BRCMHC and VR services did not have telephones, and since all questionnaires could be administered individually or in small groups, the mailed statement was used.

Instruments

For ease of understanding, all but one instrument will be described in the procedure section. The primary instrument requiring description is the PARS (Appendix C) Personal Adjustment and Role Skills Questionnaire (Ellsworth, et al., 1968). Such description is given in Brittain's earlier study (1972) as well as in studies by Ellsworth, et al., (1968) and Ellsworth (1969). Briefly, the PARS is completed by a family member and contains 8 separate scales covering such dimensions as interpersonal functioning and social activities outside the home. Reliability estimates (split-half, test-retest, and inter-rater) for scores derived from relatives' ratings were found to be as high as those from staff ratings (ranging from .70 to .90). The validity coefficients

for both relatives and staff were found to be around .40.

The perception of P's functioning by a family member is crucial in that Ps often come to a mental health center only after one or more family members perceive their own discomfort over P's behavior toward, away from, or against them. As one of the basic interpersonal and social units, then, the "personality perceptions" of family members are crucial in the identification and resolution of inappropriate life adjustment. Thus, the essential criterion in appraising personality may be the assessment of how that individual reacts in social milieu (Berg and Adams, 1962), especially among family and friends (Snyder, 1972).

Procedure

The pretest battery consisted of statements and questionnaires administered by E in the following order:

1) The standardized statement was restated in the following form: "As the letter (or call) mentioned, we would like to ask your help with a study that we are doing here at the center. We want to see if we are providing the best possible service for the people who come here, and to see which service seems to benefit which people the most. Let's see, you're being seen by T name for BRCMHC service; how do you feel about this service?" E briefly explored P's responses while simultaneously attempting to help P relax and completing a demographic data sheet (Appendix D).

"All of the questionnaires you will fill out today are short and most of them do not have right and wrong answers . . . we simply want to know your opinion." If more than one P was present, E said "O.k. after

we begin, we will need not to disturb the others; so if you have a question, raise your hand and I'll answer it for you. Now let's read the directions to the first questionnaire together."

2) The Fundamental Interpersonal Role Skills Questionnaire, FIRO-B (Appendix B) was administered in standardized group form (Schutz, 1967; Ryan, 1970) with the following addendum: "Now, let's turn to the inside of the questionnaire and read the directions at the top of the page to be sure we understand." E read the FIRO-B directions at the top of the specified page and added "In other words, the first statement says 'I try to be with people.' Look at the answers above and decide whether you try to be with people usually, often, sometimes, occasionally, rarely, or never. Then place the number of the answer in the box at the left of the statement." E paused, then said "O.k. if you have any questions, just raise your hand."

The FIRO prefix of the title represents the traits being measured whereas the "B" suffix denotes the level of personality being measured, behavior. Its purpose is to measure interpersonal behavior for an individual or a group. This purpose is achieved by assessment of the fit between what a person wants from others interpersonally (w) and what he expresses toward others interpersonally (e). These two subscales yield scores in each of 3 additional subscales, Inclusion (I), Control (C), and Affection (A), for a total of 6 subscales, Ie, Iw, Ce, Cw, Ae, and Aw.

Reliability studies with college students and air force personnel on the subscales of this Guttman type scale yielded reproducibility

scores of .94 except Ce, which was .93 (Schutz, 1967). The coefficient of stability produced a mean coefficient for the 6 subscales of .76.

Content validity is ". . . a property of all legitimate cumulative scales, and therefore, of all FIRO-B scales" (Schutz, 1967, p. 6). Concurrent validity studies of the FIRO-B have occurred in areas such as marriage counseling, real-life dyad compatability (e.g., Doctor-patient), human relations workshops, psychiatric categorization, social variables such as birth order-creativity-occupation-etc., and group composition. Most of these studies demonstrate predictor-criterion relationships which follow stereotypes of the social variables studied; e.g., high overall scores are obtained by occupations which require contact with people (Schutz, 1967).

3) The Cantril Level of Aspiration Scale was administered (Appendix F), Cantril, 1960). Generally, the Cantril was developed to overcome scaling problems inherent with some attitude scales (e.g., the equal appearing interval scales) as demonstrated by Hovland and Sherif (Lindzly and Aronson, Eds., 1969, 221-222).

4) Next to be administered was the Shipley-Hartford Retreat Scale (1940, Appendix G) in standard form.

5) The P questionnaire was administered (Appendix H).

6) The administration of the JPI (Appendix I) Job Preference Inventory (Williams, 1965) was the last questionnaire administered in the office setting. Smith and Cranny (1968) noted that Williams found good concurrent validity for the JPI with job satisfaction, risk-taking on the job, volunteering to take a job, quitting to take another job,

and emphasis on extrinsic satisfaction.

7) The interview-questionnaire session ended with presentation of Ps with the PARS and a stamped, self-addressed envelope with the following instructions: "Now, I'd like for you to ask a close relative (or a friend who sees you frequently, if you don't have a relative in town) to fill out this questionnaire and return it to me in this envelope. It simply asks your relative, or friend, to give their opinion as to how they think things are going for you at home. As it says here on the front, you're free to look at the questionnaire before it is mailed back to the Center; but of course, don't change any answers since it is supposed to be their opinion."

8) Ps were then told, "Again, I'd like to thank you for helping the Center with this study. It will hopefully enable us to improve the services we offer here. In about 3 1/2 months, I will be contacting you again to see how things are going for you then."

9) Questionnaires similar to the P questionnaires were distributed to Ts and VR Counselors (C_g), and returned, via pony mail (Appendices J & K).

10) Following distribution of T and C questionnaires, it was determined if P was in a V condition. If so, P was matched with V by another E research aide although E was pressed into making some matches where trained Vs were not readily available. Thus, the confoundings noted in "internal experiments" (Barnes, in Evans, 1971, p. 164) were not entirely avoided here.

11) After V had had 2 visits with P, the V questionnaire

pre-treatment form (Appendix L) and a stamped, self-addressed envelope was mailed to V. V was also encouraged to provide additional feedback on Ps at regular V meetings which followed the special training earlier mentioned and continued throughout V contact with P.

12) If, and when, P obtained a job, the JDI, Job Description Index (Appendix M), was mailed to him along with a stamped self-addressed envelope. The JDI is generally regarded as the most scientifically developed measure of job satisfaction (Quinn and Kahn, 1969; Vroom, 1964; and Hinrichs, 1970). It is a cumulative-point, adjective checklist type of scale which assesses 5 areas of job satisfaction: Pay, Promotional Opportunities, Work Content, Supervision, and Co-workers.

13) Enclosed with the JDI was a P perception questionnaire (P-P) designed to ascertain P's knowledge and use of social-recreational-cultural facilities and/or programs, P's knowledge and reaction to unemployment in the community, and P's expectations from his job if applicable (Appendix N). If P did not obtain a job, the P-P was mailed just prior to posttest, and in a few cases, had to be administered at posttest.

VIP office receipt of the questionnaires to be returned by mail (PARS,V,T,C,JDI, and P-P) completed the pretesting battery and the gathering of measures of predictor variables.

14) The above mentioned process was repeated at post-test with the following alterations: a) The standardized appointment statement was revised to fit the post-test situation (Appendix O). When P (Ps)

arrived for his post-tests, the standardized post-test statement was restated in the following form: "As Research Aide told you, we wanted to thank you for your help on the first set of questionnaires, give you some feedback on those questionnaires and see how you're getting along now. Let's see, are you still seeing T?" E continued the conversation with P while gaining information to up-date the demographic data sheet (e.g., new living arrangements, new job, etc.). b) "O.k., before we talk together about your first set of questionnaires, I would like to know a little bit more about how you're getting along. I would like for you to fill out some, but not all, of the questionnaires you filled out the first time we talked."

c) E then followed the same in-office questionnaire administration schedule as previously with the exception of omitting the Shipley-Hartford Scale, and where necessary, administering the JDI and/or P-P.

d) E closed the post-test in-office session by providing P with an interpretation of pre-test scores with a heavy emphasis on pointing out areas in which P apparently had made improvement from pre- to post-test. P was invited to return for post-test interpretation, was assessed of the value of the research project in general to the BRCMHC, and was thanked again for his participation.

e) Post-test regular and pony mail distribution and receipt of the post T (Appendix P), C (Appendix Q), V (Appendix R), JDI, and P-P questionnaires completed the post-data collection. Delayed mailing of the JDI and P-P was necessary where there was a delay of longer than 1 1/2 months from pre-tests to placement of P on a job because 2 months

was the minimum time judged by E as necessary to observe temporal changes in the JDI and/or turnover. Ps who remained on the job for 2 months, or who were laid off through no fault of their own (employer determined), were considered successful placements.

15) Employment and turnover data for each P were obtained through the VR office and post-test contact with each P.

16) Objectively defined community characteristics (economic, social, recreational, and cultural) were indexed from data obtained from the local Chamber of Commerce and the City-Parish Planning Council. The present study did not include more than one community in the sense that most referrals from the BRCMHC to VR are from the Parish of East Baton Rouge, and most of these are from Baton Rouge proper. Therefore, "community" was here defined in terms of: 1) socio-economic geographic areas (census tracts) within Baton Rouge proper and 2) the socio-economic status of geographic areas in which smaller towns within the parish are located. Indices under which community characteristics were coded were as follows: The Economic Index consisted of the following codes: 1) median family income, 2) number of nonwhites, 3) number of persons per unit, 4) percent of unsound housing units, and 5) total unemployed.

The social-recreational-cultural Index consisted of the following codes: 1) social conditions, 2) land use (for education, for recreation, and for government), 3) social facilities, 4) years of school completed, and 5) population mobility (housing vacancy).

Subjectively defined community characteristics were indexed as indicated in the P-P questionnaire.

Statistical Analysis

The statistical tests for the respective hypotheses are illustrated in Chart B.

The T^2 is described by Hotelling (1931), Tyler (1952), Kirk (1968) and Cooley & Lohnes (1962). The latter two references also describe the D^2 . The R_c is illustrated by Cooley and Lohnes (1971) and the redundancy index for R_c is developed by Stewart and Love (1968). The Statistical Analysis System (SAS) was utilized for computation (Barr and Goodnight, 1971).

The use of the T^2 , D^2 , and R_c in conjunction with the overall research design followed the model of convergent and discriminant validity formulated by Campbell and Fiske (1959) and illustrated by several investigators in job satisfaction data analysis (Locke, Smith, Kendall, Hulin, and Miller, 1964; Campbell and O'Connell, 1967; and Alderfor, 1967).

CHART B
STATISTICAL ANALYSIS

Phase Denotation	Hypothesis	Statistical Model
Phase I:	Ps who participate with Vs in an activity focused (social-vocational), time limited (4-5 months) interpersonal relationship (VR-Vs will, as compared to Ps without Vs (VR-Non-Vs):	Hotelling T^2
Part A	Show more knowledge of community social-recreational-cultural resources,	
Part B	Show more use of community social-recreational-cultural resources,	
Part C	Obtain more jobs,	
Part D	Have higher JDI scores,	
Part E	Have higher tenure,	
Part F	Have higher overall life satisfaction.	
Phase II: Part A	The predictive battery of tests (P, T, & C questionnaires, PARS, FIRO-B, Cantril, JPI) and demographic data (IQ & flow sheet) will be significantly related (.05) to the criterion of job attainment.	Discriminant Analysis (D^2).
Part B	The predictive battery of tests (P, T, & C questionnaires, PARS, FIRO-B, Cantril, JPI) and demographic data (IQ & flow sheet), in addition to the JDI, will be significantly related (.05) to the criterion of job turnover.	Discriminant Analysis (D^2).

CHART B (Continued)

Phase Denotation	Hypothesis	Statistical Model
Phase III: Part A	Community characteristics which include indicants of the social-recreational-cultural structure of the community (SRCS), as well as the economic structure, will be significantly related (.05) to the job satisfaction indices (JDI) of satisfaction with supervision & co-workers, respectively, as well as to the JDI indices of satisfaction with pay, promotional opportunities and work itself.	Canonical Correlation (R_c) with Redundancy Index for each R_c on SAS Computer Program.
Part B	Subjectively defined community characteristics, as well as objectively defined community characteristics, will be significantly related (.05) to job satisfaction.	Same as Phase III-Part A.

RESULTS

Though a large number of Ps had to be omitted from the present study (44 out of 141) as in Brittain's (1972) earlier study, a much higher percentage of Ps were retained here (69%) as compared to the 1972 study (32%). This improvement in retention of Ps may be attributable to several factors: 1) the increased contact of Ps with multiple-agency personnel such as VR, ES, and DPW, 2) the more selective population studied, 3) the use of a research design less complicated to implement, and 4) the increased capacity of VIP to organize office Vs, research aide Vs, and E's own time to respond more rapidly to the constantly changing situations of Ps as well as Vs.

As with the 1972 study, however, problems in data collection did abound. The N's presented in the testing of the various hypotheses were obtained only after repeated telephone calls and even home visits in a few cases. Though some prodding to obtain returns on mailed questionnaires is not considered to invalidate findings (Eckland, 1965), the amount of prodding here must be left open to question. T and C questionnaires were not included in the testing of any of the hypotheses because returns were limited (though less so than in the 1972 study) and among those returns, some were marked "Do not recall this patient."

More noteworthy in the decreased N, however, was the relatively large number of Ps who moved with no forwarding address: VR-Vs = 12 and VR-Non-Vs = 11. Two additional Ps in the VR-V condition left

forwarding addresses when they moved to nearby towns, but the relationship with their Vs could not be continued under these circumstances. Of the 12 VR-Vs who moved with no forwarding address, 7 moved prior to V assignment and 5 moved post V assignment.

Rehospitalizations also accounted for some decrease in the final N. Among VR-Vs, 2 re-entered the hospital prior to V assignment, and 1 re-entered post V assignment. Among VR-Non-Vs, 1 re-entered prior to pretests and 1 re-entered prior to posttests.

The N was further varied due to a reality crisis that occurred at Southern University (from whence some VIP Vs came) during the 1972-73 school year. This crisis resulted in a long period of indecisiveness regarding VIP on the part of Vs from this University and eventual termination for some of these Vs. E derived the following decision pattern for the re-assignment of the Ps to which these Vs were assigned: If V had had face to face contact and/or more than one telephone contact with P, that P was dropped from the data analysis; if, however, V had had no face to face contact and only one (introductory) telephone contact with P, that P was re-assigned to the VR-Non-V condition. Following this pattern, 3 Ps were dropped, and 6 were re-assigned to the VR-Non-V.

A few Ps (5) refused a V when contacted by E or E's research aide as to whether they wished to become involved. Three Ps refused to allow their respective Vs to contact them after the first telephone call, in 2 cases, and after the first home visit, in the other. Two Ps in the VR-V condition were found to be so mentally retarded that

test results were invalid. One other P dropout in the VR-V condition resulted from this P being jailed for crimes committed prior to BRCMHC contact.

The final N was 97, with 56 VR-Vs and 41 VR-Non-Vs. Statistical analyses were performed on data generated from these Ps as indicated with each phase.

Phase I Results

Phase I, Parts A, B, C, D, E, and F hypothesized that VR-Vs, as compared to VR-Non-Vs would: A) show more knowledge of community social-recreational-cultural resources, B) show more use of community social-recreational-cultural resources, C) obtain more jobs, D) have higher JDI scores, E) have higher rates of tenure, and F) have higher overall life satisfaction. Actually, two separate T^2 's (on posttest differences) were computed to observe any significance level differences that might occur due to the dependence of the JDI and tenure scores on the job score. In short, if P did not obtain a job, he would have no job satisfaction and would not have an opportunity to terminate a job.

The first T^2 consisted of analysis of the 8 scores derived for Phase I, Parts A (know-res), B (use-res), C (job), and F (FIRO-B, Cantril, P, JPI, and PARS). The N's were 53 for VR-Vs and 40 for VR-Non-Vs, respectively, since 3 VR-Vs and 1 VR-Non-V failed to complete the P-P from which the know-res and use-res scores were derived. In order to statistically ascertain whether the VR-V and VR-Non-V groups were equal at pretest (the initial randomization of Ps into VR-V

and VR-Non-V had been disrupted by dropped Ps, etc.), a T^2 was computed on pretest data. No significant differences were found on any measures at pretest.

The know-res score was derived by: 1) summing items 9, 11, 13, and 15 on the P-P, 2) subtracting this total from the sum of census scores for P's locale that corresponded to those items, and 3) subtracting this figure from the total error (16) that any one P might commit if he was totally inaccurate in all his subjective estimates of what the objective facts (census items) were. Thus, the know-res score provided a measure of not only whether P was correct or not, but also of how much he misperceived the facts of his census locale.

The use-res score was derived by summing the responses to P-P items number 10, 12, 14 and 16. The job score was obtained by the following weighting method: full time job = 3, part time job = 2, irregular job = 1, and no job = 0. If Ps were placed in academic and/or training schools which were to lead into specific vocations, these Ps received scores commensurate with those vocations.

The overall life adjustment score was derived by T^2 manipulation of the FIRO-B, Cantril, P, JPI, and PARS. These tests are presented separately in Table I under the adjustment heading.

The PARS scoring followed the standardized form described by Ellsworth (1969) with the exception that the parent-child interaction subscales were dropped from both male and female forms, and the household and anxiety subscales, were dropped from the female and male forms, respectively. This procedure was used so that measures of the same subscales could be obtained on both males and females.

TABLE I
FIRST T^2 ANALYSIS OF PHASE I, PARTS A, B, C, AND F

Statistics				Measures					
	Know-res	Use-res	Job	Overall Adjustment					T ²
				FIRO-B	Cantril	P	JPI	PARS	
DF	1	1	1	1	1	1	1	1	8 & 6
Sequential/SS	1.73032	53.10450	26.84672	0.12829	14.42506	0.37380	0.38139	37.45542	
F Value	0.28250	5.09971	17.24637	0.01212	3.35196	0.33483	0.11061	0.91458	3.47044
Prob, F	0.6031	0.0253	0.0002	0.9089	0.0677	0.5715	0.7397	0.6561	0.0024

The score for the Cantril was derived by obtaining the algebraic difference between the numbers circled on the "now" ladder and the "3 months from now" ladder, and adding this to a constant of 10. The score for the P questionnaire was simply the number circled on a Likert-type item which asked for P's estimation of his own overall adjustment. The JPI score consisted of the total number of risk responses checked by P. The FIRO-B score was derived by taking the absolute difference between the expressed (e) and wanted (w) scores on subscales inclusion (I), control (C), and affection (A), respectively, summing these differences, and subtracting the sum from a constant of 27 (i.e., from the total discrepancy that any one P could have between his expressed and his wanted behaviors).

Table I illustrates that the overall obtained F of 3.47044 with 8 and 6 df was highly significant at .002. Concerning individual measures, VR-Vs scored higher on use-res ($p = .02$), and much higher on job ($p = .0002$). None of the individual measures under overall adjustment were significant at .05 or less, although the Cantril was near that level at .067 with VR-Vs again scoring higher.

The second T^2 analysis included all of the measures in the first T^2 plus the JDI and tenure measures. After dropping those Ps who had not obtained a job, 64 Ps were left for inclusion in the predicted value analysis.

The JDI was scored in the form recommended by its authors (Smith, Kendall and Hulin, 1970). Where the P was in school preparing for a vocation, the scoring procedure was the same although the wording of the JDI subscale labels were changed (e.g., change of satisfaction

with "supervision" to satisfaction with "teachers").

The tenure measure was scored as follows: On job for 2 months=1, Termination prior to 2 months=0. Again termination was recorded only if leaving the job was voluntary or if P was terminated as a result of a continuous series of absences for which he gave the employer no reason. In the latter instance, P had often already made a decision to terminate but simply had not told his employer.

Table II illustrates that the overall obtained F of 3.47044 with 10 and 37 df was significant at .03. Concerning individual measures, VR-Vs scored higher on the JDI ($p = .03$), and much higher on job ($p = .009$). Use-res was near significance at .06, and the Cantril was at the .10 level with VR-Vs again scoring higher.

Table III illustrates the frequency distribution of Ps on the variables of job and tenure by experimental condition, race, and sex. It should be noted that though the second T^2 probability level for job, individually, is .009 (with 77% of the VR-Vs getting jobs and 49% of the VR-Non-Vs getting jobs), the probability level for turnover, individually, is only .596 (with 87% of VR-Vs staying on the job and only 65% of VR-Non-Vs staying on the job). In regard to tenure, it is also noteworthy that neither race nor sex are associated with much difference in percentage of Ps staying on the job, whereas condition is very much associated with percentage difference.

Phase II

Phase II, Parts A and B hypothesized that an array of scores on demographic, IQ, and pretest data was predictive of P's getting, and

TABLE II
SECOND T² ANALYSIS OF PHASE I, PARTS A, B, C, D, E, AND F

Statistics						Measures					
	Know-res	Use-Res	Job	JDI	Tenure	Overall Adjustment					T ²
						FIRO-B	Cantril	P	JPI	PARS	
DF	1	1	1	1	1	1	1	1	1	1	10 & 37
Sequen- tial SS	2.19608	38.67297	2.86835	409.8214	0.0448	0.58893	11.29482	0.07721	0.09261	0.22689	
F Value	0.38783	3.59208	7.41328	4.9280	0.3113	0.05177	2.72561	0.06260	0.02110	0.00561	2.27122
Prob, F	0.5435	0.0611	0.0089	0.0295	0.5862	0.8157	0.1018	0.7990	0.8799	0.9387	0.034

TABLE III
FREQUENCY DISTRIBUTION OF JOB AND TENURE RATES
BY CONDITION, RACE, AND SEX

Condition(N)	Job					Tenure		
	Full	Part	Irregular	None	% Job	Still On Job	Terminated	% Tenure
VR-V								
WM(14)	10	1	0	2		9	2	
WF(21)	15	1	0	5		15	1	
NM(5)	3	0	1	1		4	0	
NF(16)	<u>9</u>	<u>3</u>	<u>1</u>	<u>3</u>		<u>11</u>	<u>2</u>	
	37	5	2	11	77%	39	5	87%
VR-Non V								
WM(9)	3	2	1	3		3	3	
WF(17)	2	2	3	10		5	2	
NM(7)	4	0	0	3		2	2	
NF(8)	<u>3</u>	<u>0</u>	<u>0</u>	<u>5</u>		<u>3</u>	<u>3</u>	
	12	4	4	21	49%	13	10	65%
All Fs								87%
All Ms								72%
All Ws								80%
All Ns								83%

keeping, a job. A stepwise discriminant function analysis (D^2) was performed on the basis of this predictive battery using job-no job and tenure-turnover, respectively, as classification (criterion) variables. Table IV provides the rank order of the predictive battery of questionnaires on the basis of their discriminating ability between the respective criterion groups. The lack of pre-PARS data on 19 Ps resulted in a D^2 analysis on pre-test data for 78 Ps (job $N=55$ and no job $N=23$) and 55 Ps (tenure $N=43$ and turnover $N=12$), respectively.

Phase II, Part A predictor variables entered the D^2 analysis in the order of their discriminating power and were formulated into a linear combination (Z) by job. The Z was constructed such that the frequency of misclassification was minimized. However, none of the predictor variables, or combinations of variables, contributed significantly to the job-no job classification. Only 54% of the Ps were properly classified (Table IV), and therefore no cut-off scores for the predictor variables were computed.

Phase II, Part B predictor variables were also formulated into Z such that the frequency of misclassification was minimized. Again, none of the predictor variables, or combinations of variables, contributed significantly to the tenure-turnover classification. Only 67% of the Ps were properly classified (Table IV), and therefore no cut-off scores for the predictor variables were computed.

Phase III

Phase III, Parts A and B, hypothesized that the JDI subscales would be significantly related to SRCS (social-recreational-cultural

TABLE IV
RANK ORDER OF THE MOST DISCRIMINATING QUESTIONNAIRES AS
TO JOB AND TENURE

Classifi- cation Variable	Order (Step)	Predictor Variable	Job Group(55) Mean	SD	No-Job Group(23) Mean	SD	% correct Classifi- cation
Job	1	JPI	2.98	1.62	2.48	1.24	54%
	2	Shipley	3.07	.96	2.78	.90	
	3	Demo	10.29	2.81	9.43	1.92	
	4	Cantril	11.09	2.45	11.65	1.37	
	5	FIRO-B	20.0	3.18	20.43	3.60	
	6	PARS	44.00	8.62	42.70	6.20	
	7	P	2.89	.98	2.78	1.13	
Tenure			<u>Tenure Group(43)</u>		<u>Turnover Group(12)</u>		67%
			Mean	SD	Mean	SD	
	1	JDI	22.74	11.60	15.67	12.91	
	2	JPI	2.81	1.52	3.58	1.88	
	3	PARS	44.37	9.28	42.67	5.80	
	4	Cantril	11.26	2.29	10.50	3.00	
	5	Shipley	3.09	.99	3.00	.85	
	6	P	2.91	.89	2.83	1.26	
	7	Demo	10.23	2.61	10.50	3.58	
	8	FIRO-B	19.93	3.03	20.25	3.79	

structure of the community) as defined by census data, and P perception, respectively. The SRCS by P perception was derived by summing P's scores on items 1, 2, 3, 4, 6, 9, 11, 13, 15, 18, and 21 of the P-P. The SRCS by census data was derived by summing the actual census scores for P's locale that corresponded to the above items. On the initial SAS computer analyses, singularity was discovered in item 10 (government facilities) and this item was therefore dropped from the analyses.

Table V illustrates that none of the R_c 's for Phase I, Part A were significant. Therefore, the redundancy index was not computed.

Table VI illustrates that none of the R_c 's obtained the desired significance level (.05). Thus, the redundancy index was not computed. However, the first R_c obtained a marginal significance level of .10. Significant loadings in the predictor set (JDI subscales) were contributed by pay at .0001 and promotion at .001. Significant loadings in the criterion set (SRCS by P perception) were contributed by P-P items measuring, respectively, the percentage of non-whites (.0001), number of persons per housing unit (.0001), number of social facilities (.001), and number of recreational facilities (.001).

TABLE V
PHASE III, PART A
CANONICAL CORRELATION ANALYSIS

Canonical Variable	Mean of Group 1 Canonical Variable	Mean of Group 2 Canonical Variable	Canonical Correlation	Chi- Square	DF	Prob.
1	0.12453504	-0.26166680	0.59906378	59.86712	55	0.3034
2	-0.02080652	-0.50252945	0.53868977	38.30720	40	0.5468
3	0.34957484	1.29373313	0.48614523	21.68366	27	0.7537
4	0.11493899	0.95477110	0.34864720	8.60666	16	0.9288
5	-0.20849066	0.03960487	0.21616676	2.32097	7	0.9394

TABLE VI
 PHASE III, PART B
 CANONICAL CORRELATION ANALYSIS

Canonical Variable	Mean of Group 1 Canonical Variable	Mean of Group 2 Canonical Variable	Canonical Correlation	Chi- Square	DF	Prob.
1	0.08195592	0.42436960	0.67241117	68.44127	55	0.1051
2	-0.05010145	-0.37955636	0.59120344	39.25739	40	0.5036
3	-0.22542297	-0.25482768	0.45847956	18.40010	27	0.8910
4	0.34737686	0.02516439	0.28424729	6.95508	16	0.9738
5	0.11878829	-0.50463317	0.23966671	2.86906	7	0.8971

DISCUSSION

In addition to the aforementioned problems in data collection from Ps, difficulties arose in relation to the agency processing of Ps through the VR, ES, and BRCMHC. These difficulties in processing were exacerbated by the type of clientele being served (i.e., chronically disturbed, resistive, mobile Ps) as evidenced by the large number of Ps who lost contact with the VR, ES, BRCMHC, or all three for some length of time. Some Ps had no contact with any of these agencies between pretest and post-test. Other Ps had lost contact until their Vs re-established the agency relationship.

From the viewpoint of the agencies involved, all three underwent organizational changes occasioned by the far-reaching effects of an election year (4-72 to 6-73) appointment-reappointment of agency directors and administrators. In addition, the VR unit had an eventual total turnover of VR counselors who worked directly with the Ps in this study. The ES unit underwent changes in terms of ES counselors who sought jobs for the Ps. And finally, the BRCMHC underwent a personnel division to staff a new mental health clinic in Baton Rouge.

The effects of these combined changes, in conjunction with a host of other processing difficulties, rendered already marginal Ps only a minimum chance of rapid processing to a job. This effect, in turn, resulted in most Ps who obtained paid jobs obtaining such jobs on their own or with assistance from Vs.

Difficulties in implementation of the research simultaneous with the VIP process also arose. The research design was severely taxed by the low local labor market and the availability of trained, responsible Vs. In other words, program time spent in training a V whose P happened to matriculate through the BRCMHC-VR procedure on schedule was "wasted" if there was no job available for that P. Conversely, time spent with a matriculated P who did obtain a job was "wasted" in terms of the research design if that P's relationship with his V was aborted. The Assistant VIP Coordinator, who had trained for two years in the recruitment-screening-orientation-training-supervision of Vs, left the BRCMHC due to extraneous factors in January, 1973 and was on frequent compensatory leave from October, 1972 to December, 1972. A 2 month period of uncertainty followed his resignation in regard to whether he would be replaced. This uncertainty was occasioned by the sudden withdrawal of federal mental health funds in February, 1973.

The end result of these and other difficulties was that E was occasionally forced into the confounding role of experimenter (testor) and coordinator of P activities. Insofar as possible, E avoided this confounding by privately hiring a research aide. If E's meeting Ps on a VIP social, as well as VIP research, basis affected the research results, this effect should have been most noticeable in the paper and pencil tests of VR-V and VR-Non-V differences (i.e., when VR-Vs appeared for posttests, they may have been more relaxed than VR-Non-Vs due to having seen E in a social setting). Instead, the VR-V and

VR-Non-V differences are most apparent in behavioral differences (e.g., individual significant differences on the T^2 on use-res at .02 and job at .0002). An alternative explanation for the VR-V and VR-Non-V nonsignificant differences on individual paper and pencil tests is that VR-Vs were actually more anxious about the tests following social contact with E and that this contact obscured real differences on the post tests. In any case, the dual role of observer and implementer makes interpretation of results more tenuous (Barnes, 1971).

Regarding Phase I, Part A, the item construction on the know-res P-P items (items number 9, 11, 13 and 15) may account for the observation that VR-Vs and VR-Non-Vs did not differ significantly on know-res. In 3 of the 4 items (11, 13, and 15), Ps were asked to estimate the quantity of facilities and services for education, recreation, and government by a comparison of "amount of land" used for these community resources. It is not clear what cognitions these items invoked, but it is likely that confusion resulted over whether to respond to "amount of land" as acreage or, as was intended, as general quantity of facilities and services. Questions addressed to several VR-Vs and VR-Non-Vs on a post hoc basis have supported this contention.

The phrase "amount of land" was left in the P-P know-res items initially because it conformed to the phraseology of the factual census data. Such conformity was regarded as essential to the derivation of P's know-res score. Nonetheless, future research demands clearer item construction on the know-res dimension, particularly if this dimension is hypothesized to relate to P's use-res score (Phase I, Part B).

Though it is difficult to believe that VR-Vs could have significantly greater use of community resources than VR-Non-Vs without simultaneously having greater knowledge of such resources, three lines of reasoning may account for this finding. First, VIP does not teach Vs the specific resources of the respective neighborhoods in which Ps live. Thus, Vs either may not learn what these resources are, or may not place importance of transferring their knowledge to Ps.

Second, VR-Vs conceivably could use more community resources by relying on Vs to know about these resources and to establish Ps's contact with them.

Third, and related to the second conjecture, VIP expressly addresses itself to the behavioral component of attitude (personality) change (Brittain, 1972). It is possible that the cognitive and affective changes with VR-Vs have not had enough time to develop following the behavioral change. In mental health terms, VR-Vs are yet dependent on the Vs for maintenance of behavioral changes.

In Bandura's terms (1969), the vicarious reinforcement and modeling process has not yet been followed by patterns of self-reinforcing behaviors, cognitions and affects. These patterns should have been established earlier for those Ps who obtained jobs, since jobs provide a V-independent format in which to behave and control, to some extent, one's economic and social rewards. An analysis of the know-res scores for VR-Vs with jobs versus VR-Vs without jobs should demonstrate significant differences on both "P-p" scores if this second explanation is tenable.

The Phase I, Part C finding that VR-Vs obtain significantly more (.0002) jobs than VR-Non-Vs is surprising though particularly gratifying. E had expected that Vs would be most able to affect Ps's maintaining, not obtaining, jobs. This expectation was borne out of E's awareness that VIP did not encourage its Vs to find jobs for Ps. Rather, VIP encouraged its Vs to refer jobs of which they knew to the VR unit for consideration in terms of all its BRCMHC P referrals, not just VR-Vs. Furthermore, the more recently established VIP businessmen's job-finding committee was not convened until the last 2 months of the study time period and, even then, referred jobs to the general VR unit.

Perhaps the focus of the Vs on keeping their Ps in contact with the traditional helping agencies (e.g., the VR, ES, and BRCMHC) was one of the essential differences between VR-Vs and VR-Non-Vs in relation to job finding. Another difference might be that VR-Vs had some significant others (Vs) to impart positive evaluations and expectations to them. Stotland (1969) reported that such therapists as Rosenthal, Frank, French, Holdstein and Freud all emphasized the power of positive expectations for Ps. Stotland also reported research by Stevenson and Fisher which demonstrated the power of positive expectations by therapists in motivating highly dependent, unemployed, neurotic outpatients to go to work.

The finding in Phase I, Part D that VR-Vs had significantly higher (.03) JDI scores than VR-Non-Vs could, in conjunction with the finding that VR-Vs also have significantly higher use-res scores (Part V), be interpreted to mean that a relationship does indeed exist between

one's community and job life. This interpretation is made more tenable, however, when it is realized that the former difference is a primarily affective measure (JDI) while the latter is primarily a behavioral measure (use-res). Another interpretation, perhaps more consistent, is that the more frequent use of community resources by VR-Vs enabled them to maintain higher generalized hope (Cantril) which, in turn, was reflected in their affective responses to the job (JDI).

A final interpretation is that the job itself initiated changes in use-res, Cantril, and JDI. Since the use-res and JDI scores were obtained 2-3 weeks after Ps began work, and the Cantril was measured again at posttest, it is possible that the job exerted both economic and social influences in this manner.

As surprising as was the apparent influence of Vs on Ps obtaining jobs, even more surprising was their lack of influence on Ps maintaining their jobs (Phase I, Part E). Furthermore, the usual job satisfaction-job tenure relationship found in a number of studies and cited by Vroom (1964), Hinrich (1970), Korman (1970), Quinn and Kahn (1967), Hulin (1966, 1968), was not found here (JDI prob.=.03 and turnover prob.=.60). One possible explanation for the failure to find a significant difference on turnover (even though 87% VR-Vs remained on the job as compared to 65% of the VR-Non-Vs) is that the T^2 procedure dropped cases in both groups for which posttest data was not available and this process diluted the difference between the 87% and 65% tenure rates.

Still another interpretation of the findings on the JDI is that

VR-Vs, as with normal workers, began work with high morale which will drop during the first year on the job and will remain low until considerable tenure builds up, at which time satisfaction will again increase (Hulin & Smith, 1965). This interpretation, however, should also hold for VR-Non-Vs whose satisfaction scores should also be inflated; these are not. Furthermore, there are data (Kangan, 1972) that demonstrate that about half of all turnover occurs within the first 3 months of employment. This indicates that dissatisfaction, at least dissatisfaction that would result in turnover, should be apparent within the first 4-6 weeks of work (the time period during which the JDI data was here gathered). Such dissatisfaction was not evidenced here for the VR-Vs; the turnover was.

It should be kept in mind that dissatisfaction that leads to turnover can have a variety of sources (Kahl, 1968) such as inaccurate employer-employee expectations (Vroom, 1964), inequitable pay (Kahl, 1968), attraction to other positions (Vroom, 1964), unmet recognition needs (Ross & Zander, 1967), etc. Furthermore, dissatisfaction occurs within a frame of reference (Hulin, 1966) and thus is only one contributor to turnover. VR-Vs may have terminated their work due to family and/or peer pressures to not change a chronic life style of unemployment (Padfield & Williams, 1973) rather than due to their own dissatisfaction.

Perhaps the most noteworthy observation about either turnover figure (VR-V or VR-Non-V) is that both were better than many rehabilitation programs for hard-core unemployed workers have obtained. Reissman (1968) cited evidence of 60% turnover among hard-core unemployed workers,

about half again more than the usual industrial rate.

The exceedingly low comparative turnover evidenced in either group in the present study raises questions as to just how hard-core the unemployed Ps in the present study were. Padfield & Williams (1973) outlined the criterion for hard-core unemployed persons as laid down by the National Alliance of Businessmen-Job Opportunities Business sector as follows: "Poor persons who do not have suitable employment and who are either (1) school dropouts, (2) under 22 years of age, (3) 45 years of age or over, (4) handicapped, or (5) subject to special obstacles to employment. . ." All Ps in the present study were poor persons without suitable employment, handicapped (mentally), and subject to special obstacles to employment (discrimination in hiring on the basis of emotional disturbance, race, and sex). Many were school dropouts and some had under-or-over age limitations.

Phase I, Part F was not supported by the data (FIRO-B, Cantril, P, JPI, and PARS); i.e., VR-Vs did not show a significantly higher level of overall adjustment. Only the Cantril neared the desired significance level (.06 on the first T^2 and .10 on the second T^2). Several interpretations are possible.

First, Ps may have responded to the "best possible life" in terms of pure wishes (affective fantasy) rather than a combination of wishes and reality for them (cognitive projection). Several Ps asked during the Cantril administration second ladder instructions, "Do you mean where I'd like to be or where I think I will be" (paraphrased by present author). This indicates an affective-cognitive interaction

that the other measures may not have elicited. A post hoc analysis of the verbal reasons that Ps gave for their quantitative anchors, however, revealed that most Ps had concrete reasons for their anchors on the first ladder as well as for their increase-decrease-no change on the second ladder. Further analysis might include categorization of verbal responses and correlation of these with other posttest measures. If Ps did not evaluate their chances of increasing their position three months from now by selective attention to environmental stimuli relevant to their goals (Stotland, 1969), this should have been reflected in their verbal responses.

A second interpretation is that the Cantril, unlike the other paper and pencil tests, asked Ps to respond to their future, as well as to their present, predicaments, and thus elicited cognitive and affective responses for which Ps were not as likely to have a negative set or schema. The importance of positive, or at least neutral, schemas has been documented by Stotland's (1969) review of research on survival of prisoners of war, treatment of mental patients, reduction of tension for normal persons, academic and vocational achievement, etc. VR-Vs would be more likely to have positive expectations for the future by virtue of activities with Vs who had positive expectations of VR-Vs and who gave positive evaluative feedback.

This analysis indicates that Vs were able to alter the acute self esteem while not being able to affect the chronic self esteem of Ps during the time period of the study. Korman (1969) found interpersonal influences in work performance to be associated with level of

aspiration and immediate goal setting (acute esteem dimensions). Vroom (1964) and Stotland (1969) reported research that concluded that level of aspiration served as a frame of reference for evaluation of achievement-non-achievement.

As mentioned earlier, a third interpretation is that jobs, in and of themselves, raise the aspirations of Ps. If so, VR-Vs would be expected to show higher levels of aspiration since significantly more VR-Vs, than VR-Non-Vs, obtained jobs. A resolution of whether the Vs, or the jobs, broke the VR-Vs's "fall into helplessness" (Seligman, 1973, p. 43) might be gained by examining differences in Cantril scores for those VR-Vs who did not get a job and those VR-Non-Vs who did get a job. Intuitively, it appears that Vs helped VR-Vs get a job which in turn raised their level of aspiration.

No explanation is readily apparent for the failure of the other posttests to show significant differences with the exception of the FIRO-B and PARS. Padfield and Williams (1973) found that peers and family members often discouraged, directly or indirectly, the hard-core unemployed from obtaining and maintaining a job. For those Ps in the present study who obtained and maintained employment, considerable stress may have resulted from peer and family conflicts. This stress would be reflected in these Ps having immediate interpersonal difficulties and experiencing negative evaluations from family members. Apparently, Vs were not able to help VR-Vs overcome these difficulties within the time period of the present study.

An obvious difficulty encountered in the present study was the

operational definition of overall adjustment. This is a problem often encountered in mental health literature (French & Kahn, 1969) that the present author had hoped to resolve by obtaining measures of overall adjustment from as many observers as possible (T, VR-C, P, and family) in as many settings as possible (mental health center, vocational rehabilitation center, community, and home). However, the lack of T and VR-C returns negated this effort.

Considering the Cantril significant difference against the lack of significant differences for other measures of overall adjustment yields a final interpretation for Phase I, Part F. Evidence exists that emotionally disturbed persons tend either to over- or under-aspire as compared to normal persons (Kleiner & Parker, 1969). Perhaps Ps in the present study were not giving evidence of better adjustment by scoring higher on the Cantril, but rather of worse adjustment. Viewed in this manner, the scores for all the measures of overall adjustment would then be internally consistent. However, research further indicates that emotionally disturbed persons vary considerably in goal setting and goal behavior, and little is known about such activities in real life situations (Kleiner & Parker, 1969).

The results of Phase II, Parts A and B were discouraging although the small N's in the no-job (23) and turnover (12) groups in combination with the relatively large number of predictor variables for each group (7 and 8, respectively) may have negated significant relationships. This would be particularly apparent in the turnover group because the JDI, JPI, PARS all tended to reflect relatively large

differences between tenure Ps and turnover Ps. An earlier D^2 SAS computer program (i.e., non-stepwise D^2) yielded the same pattern of differences on these three predictor variables. Specifically, the pattern consisted of tenure Ps scoring higher on the JDI and PARS while scoring lower on the JPI. Ps, then, who have higher job satisfaction, who are viewed favorably by family members, and who seek security in work appear to remain on the job longer. This interpretation, of course, remains to be verified by further study.

To be able to improve upon the selection of Ps into VR who are likely to remain on jobs, once placed, is extremely important. Agency resources spent in processing and placing Ps who then leave their jobs are enormous in actuarial and human costs. Furthermore, employers suffer great losses as well (Hutchinson, 1971; Zimmerer, 1971; Moore, 1971; and Bassett, 1972) and these losses must be considered in terms of the employer's human resources accounting. Perhaps most costly in terms of a P leaving a job, however, is the fact that the employer often refuses to hire other Ps for that or other jobs. Stereotypes of Ps are resurrected and old forms of discrimination are brought back into force. This situation is exacerbated when the employer knows he can get workers who are skilled, motivated, and emotionally healthy (Ehrichman, 1972).

Of interest for future analysis would be the moderating effects of subcultural and ethnic group identification on job satisfaction (Slocum & Topichak, 1972; Korman, 1969; Strauss, 1963; Kuhlen, 1963; Paine, Deutsch, & Smith, 1967; Vroom, 1964; and Hinricks & Mischkind,

1967) as well as on tenure (Lefkowitz, 1972). For example, Rollo, Smith & Smith (unpublished study) found, for example, the JDI factor structure to be the same for white and black employees with the exception that black Civil Service employees scored lower than either white Civil Service, or white bank employees.

The finding of an insignificant relationship in Phase I, Part A, between community structure (SRCS) and job satisfaction (JDI) indicates that Ps do not use factual information about their own neighborhoods in developing feelings (JDI) about their job. This may be due to lack of access to this knowledge as well as to selective inattention. In either case, this finding indicates that the community frame of reference hypotheses advanced by the Cornell studies may need to be altered in a manner after Korman (1969) to account for moderating effects of self esteem and subcultural group. Unfortunately, as Korman suggested, there is, at present, no way of determining which reference group Ps (or normal Ss) will select in making judgements about the job.

Korman's propositions, as well as those of the present study, are supported by the finding of a marginal significance level in Phase III, Part B; that is, the job satisfaction of Ps was most directly associated with their perception of community economics and SRCS, rather than with the actual economics and SRCS. Furthermore, the propositions of the present study were reinforced by the finding of individual correlations of 2 SCRS variables that contributed significantly to the first R_c .

However, the failure of the individual correlations of peers

and supervision to contribute to the first R_c in the criterion set (JDI) was disappointing. Apparently, these JDI subscales are least related to community structure. Smith & Cranny (1968) reviewed research which showed interpersonal relationships and the skills of supervisors to be of relatively little importance to workers. However, if satisfaction and importance variables are orthogonal factors as earlier suggested, then the conclusion of Smith and Cranny may not be generalizeable here.

The significant contribution of promotion to the first R_c in the criterion set is not surprising in that this factor involves the areas of pay, content, peer relations, and supervisory relations (Vroom, 1964). Furthermore, promotion is also highly related to job status, and subsequently, to self-esteem (Korman, 1969). Nor is it surprising in that Ps would be expected to score lower on interpersonal factors (peers and supervisory relations) by the very nature of their emotional problems. What is surprising is that these Ps would be satisfied with promotional opportunities that were, for the most part, minimal or nil. Perhaps this resulted from the sense of security of being in a dead-end, but low risk, job. If so, the JPI scores for Ps scoring high on the JDI promotion subscale should tend to be lower than those Ps with low promotion subscale scores. The same reasoning would apply to significant contribution made by pay to the first R_c in the criterion group.

A final comment on Phase III, Part B, is that both of the other variables in the predictor set that contributed significantly to

the first R_c (percentage of blacks and number of persons per household), may well have been responded to in social, rather than economic, terms. For example, the social relevance of having too many people in one house may far outweigh the economic relevance.

The over-riding conclusion from Phases I and III is that the P-P questionnaire needs considerably more study and revision. In Phase II, the overall adjustment measures need the same treatment.

In summary, Vs were able to significantly affect Ps in terms of their using more community resources, getting more jobs, and having higher job satisfaction. Vs were unable to alter Ps in terms of job turnover, knowledge of community resources, or overall life adjustment although the latter two areas are open to question due to the measurements used. Improvement in prediction of obtaining a job and, more so, in maintaining a job was demonstrated. However the entire battery may not be necessary since the pre-PARS and pre-demo were the only significantly different measures using job as the criterion, and the pre-PARS and JDI were the only significantly different measures using turnover as the criterion. Finally, subjectively defined community characteristics were marginally related to job satisfaction indices, whereas objectively defined community characteristics were not.

Replication of these results with other hard-core populations is highly recommended. Extension of the research in the manner referred in the present study is also highly recommended, especially where employee management techniques as recommended by Nord (1969), Jablonsky and De Vries (1972), Guion and Landy (1972), and Campbell (1971) can be

applied to hard-core unemployed workers. The present study has merely explored initial relationships; McLean's (1969), p. 184) contention still stands, "The relationship of job satisfactions to mental health has been widely suggested, even assumed, although still unproven." Yet, the consistent finding of an inverse association between mental illness and social class (Myers & Bean, 1968; Allen, 1970), job level (Kornhauser, 1965), and downward social mobility (Kleiner & Parker, 1969), in conjunction with the marginal success of traditional vocational rehabilitation efforts (Allen, 1969) dictates that the affective-behavioral dimensions of the jobs of Ps be researched against the affective-behavioral dimensions of their lives.

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A P P E N D I C E S

Appendix A

THE VIP PROGRAM

Thomas H. Brittain, Jr.

Coordinator of VIP Services

Baton Rouge Community Mental Health Center

Louisiana State Department of Hospitals

VIP PROGRAM

The genesis of any program planning is necessarily found in an idea which itself is not entirely esoteric or experience-free. It therefore follows that one who is responsible for the generation of such planning be fully cognizant of both his own background experiences in program development (and possible professional and/or personal prejudices) and the background experiences of other professionals who are qualified to hold an opinion on that particular program.

Since the latter experiences are most clearly represented in scientific literature, initial planning involved library research at Louisiana State University on volunteers and volunteer programs. Literature made available by the Family Court and the Mental Health Association was also reviewed, such as a recent NIMH publication (1969) entitled Volunteer Services in Mental Health (a 96 page bibliographical reference).

Throughout the literature review, an extended effort was made to determine if the described variety of volunteer functions would also be feasible in the existing structure of the BRCMHC (Baton Rouge Community Mental Health Center). This effort was greatly facilitated by both formal and informal discussions with individuals and groups employed at the Center. From these discussions as well as from discussions with interfacing community, state, and national personnel, an idea took form.

Programs have a way of finding names for themselves whether their proclaimers design such names or not. The BRCMHC Volunteer Program gained its name through the processing of its idea..."to enlist and encourage Volunteers in the community to become involved in interpersonal relationships with Persons, also in the community, who are using the services of the BRCMHC."

-2-

The use of the term "Persons" (hereafter designated "Ps or, P" for an individual) rather than "patient" is purposeful in that it sets the tone for each VIP pairing or grouping established. It immediately conveys to Volunteers (hereafter designated "Vs or, V" for an individual) that their participation with Ps is not to carry the responsibilities of therapy, and in fact, discussion of non-reality oriented topics is not allowed. This restriction, as well as others, is always cast in the form of positive statements which are designed to increase each V's innovative utilization of his unique resources. For example, Vs are told that their value as Vs is established by their being uniquely able to relate to Ps in a natural, sincere, and honest manner...and by their being perceived as such by Ps. Though therapists may also be natural, sincere, and honest in their interest in Ps, it is more difficult for Ps to perceive this interest as being more than "what you get paid for...that's what you're supposed to be..."

Vs suffer no such liability, for although they may be involved in overtly giving of themselves for covertly taking reasons, their perceived intention and effect is service oriented. Furthermore, the VIP Program takes the position that the actual intention and effect of its Vs is service oriented, and supports such a position through its screening process and an accompanying awareness that it does not necessarily follow that being involved in a program which meets one's own needs necessarily means that the needs of the persons being served will go unmet. The VIP Program provides an atmosphere that allows for enjoyment on the part of both Ps and Vs, because if Vs do not enjoy themselves, Ps cannot be expected to do so. Often, learning to enjoy anything is an important motivational step for Ps in their participation in either community or clinic activities.

It should be clear, then, that the essential underlying factor in all VIP pairing (or grouping) is the provision of a protective, yet provocative,

-3-

interpersonal atmosphere which hopefully comes to be characterized by friendship. Obviously, no program can a priori determine relationships of this magnitude. Therefore, Vs are strongly encouraged simply to "best be what you already are" in contacting and responding to Ps (i.e., to utilize their unique personality and life style). This admonition is not an existential escape from responsibility for the establishment, development, maintenance, termination, and evaluation of the VIP relationship because organizational structure is available for Vs if indicated.

Services

It was determined that two broad categories of service should be provided for Ps: 1) activity oriented social opportunities, and 2) direct assistance. Activity oriented social opportunities were recognized as being largely dependent on the interests of both V and P, the availability of social resources in P's immediate neighborhood, and P's predicted ability to carry on such activities both during and after the VIP relationship (in terms of finances, transportation, interests of P's potential friends, etc.). Nonetheless, they were defined as being: 1) recreational (participation in, or at least observation of, indoor and outdoor games such as cards, checkers, bowling, fishing, swimming, rodeos, ball games, etc.), 2) educational (visits to public lectures, home demonstration programs, planetarium, PTA and other school functions, zoo, museums, etc.), 3) cultural (attendance at band-orchestra-choral concerts given publically, horse shows, State Fairs, movies, public art exhibits, university events, etc.), 4) religious (attendance and participation in church service-recreation-socialization), and 5) specifically social (attendance and participation in structured social groups such as the Magnolia Club or the Community Activity Day sponsored by the Baton Rouge Mental Health Association, YMCA, YWCA, YWCO, XYZ Program sponsored by the University Methodist Church, or any other social

-4-

group in which V and P would feel comfortable).

Direct assistance was defined as consisting of: 1) finding housing (board and care homes of a temporary nature, such as the Mission Home for Homeless Men, or a permanent nature, such as inexpensive apartments or rooming houses), 2) finding meaningful occupation (through review with P of newspaper employment want ads, contact with employment agencies, contact with employers known to Vs, contact with Community Action or Vocational Rehabilitation training, and contact with public programs specifically designed to develop good work habits), 3) getting or giving up welfare assistance, 4) establishing personal or family budget, 5) purchasing and preparing nutritious meals (with V participation in both), 6) maintaining other household duties, 7) establishing personal grooming, 8) attaining more formal education (getting high school equivalence diplomas, adult education, student assistance for college-tradeschool- or business training, etc.), 9) getting legal assistance (contact with Legal Aide Society or local lawyer who might volunteer service), 10) establishing transportation (utilizing city busline map to determine appropriate bus routes, giving direct transportation where necessary, setting up neighborhood car pools where possible, etc.), 11) securing medical or dental help (through contacts with the charity hospital, public health unit, and other health agencies), 12) and keeping BRCMEC appointments and following the therapy program there (particularly where medication regulation is concerned). The latter service does not mean interference in the therapy program, but merely encouragement to follow the therapy plan and to discuss difficulties in doing so with the therapist involved.

VIP Method of Service Delivery...

VIP-I also determined that the basic thrust of services offered, whether direct or social in nature, should be governed by the underlying interpersonal relationship between V and P to achieve "spontaneity with a purpose" and "doing

-5-

with rather than doing for or doing to". Therefore, it was decided that VIP-I would not immediately form a social club into which Ps would then be invited (as this would lead to a "them and us" rather than "we" feeling). Rather, a decision was reached to: 1) accept individual assignments to individual Ps, 2) initiate VIP relationships with individual Ps, 3) continue to meet as a VIP-I group in order to share mutual problems and pleasures of V work with Ps, and in order to gain professional back-up assistance from the VIP Coordinator where indicated, and 4) continue to meet as a VIP-I group until it could be ascertained if "natural grouping" among Ps and/or Vs would develop in terms of common geographical living areas, ages, leisure interests, etc.

The individual assignments of Vs to Ps were made on the basis of the P referrals at hand, the geographical areas of V and P, the expressed social interests of P (ascertained from consultation with therapists and BRCMHC P charts) and V (ascertained from V application and VIP-I discussion), the relative ages of V and P, and the sex-race of V and P if either demographic factor was determined by the VIP Coordinator to be significant to the VIP relationship. The ascribed mental status of P was considered in full detail, but was not utilized in the assignment procedure unless absolutely necessary. In all assignments, P identifying information was withheld from V until P agreed to participate in the program.

After agreement with V on the P assignment, P was notified by his therapist and/or the VIP Coordinator of his referral to the VIP Program. The V was spoken of as "someone in our community who is interested in getting to know you, helping you in any way that he can, and hopefully becoming your friend... he will be getting involved with you in doing things that you both enjoy until you are able to do these things on your own or with other people...I understand that you like to...I also understand that you need some help with...Mr. V will be getting in touch with you later today...". Upon securing P's commitment to the program, V was telephoned and told that P was expecting his call.

Appendix B

STATE OF LOUISIANA

BATON ROUGE MENTAL HEALTH CENTER

655 NORTH FIFTH STREET

P. O. Box 4215, CAPITOL STATION

BATON ROUGE, LOUISIANA 70804

JOHN J. McKEITHEN
GOVERNORWILLIAM F. ADDISON, M.D.
SENATOR

ADMINISTRATIVE OFFICES	PH. 389-5851
ADMISSIONS	PH. 389-5707
ADULT SERVICES	PH. 389-5851
CHILDREN'S SERVICES	PH. 389-5041

Dear _____,

Though we have not met, I would like to ask your help with a research study that we are doing here at the Center. We want to see if we are providing our clients with the best possible service. So, we have randomly selected (that is, "picked") some of our clients to help us by coming into the Center to give their opinions by filling out some short questionnaires.

The entire set of questionnaires and our talk should take only about 45 minutes, and so I am setting aside the following times from which you can choose a time that is best for you:

_____, 1971 at _____,
or _____, 1971 at _____.

Once you have chosen a time, you then need only to come to the second floor receptionist at that time and ask to see Tom Brittain (or give her this letter). If you would like to come in at another time than those listed above, please telephone me at 389-5851, during any one of the above listed hours and we will arrange another appointment.

Looking forward to seeing you then.

Sincerely,



Thomas H. Brittain, Jr.
Coordinator of Evaluation Services

THB/sp

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quest of author. Available
for consultation at Louisiana
State University Library.

UNIVERSITY MICROFILMS.

Appendix M

DESCRIPTIONS OF JOBS

CONFIDENTIAL

**Please follow the instructions
at the top of each page.**

Think of the opportunities for promotion that you have now. How well does each of the following words describe these? In the blank beside each word put

 y for "Yes" if it describes your opportunities for promotion

 n for "No" if it does NOT describe them

 ? if you cannot decide

.....

OPPORTUNITIES FOR PROMOTION

 Good opportunities for promotion

 Opportunity somewhat limited

 Promotion on ability

 Dead-end job

 Good chance for promotion

 Unfair promotion policy

 Infrequent promotions

 Regular promotions

 Fairly good chance for promotion

Go on to the next page

Think of the kind of supervision that you get on your job. How well does each of the following words describe this supervision? In the blank beside each word below, put

 y if it describes the supervision you get on your job

 n if it does NOT describe it

 ? if you cannot decide

.....

SUPERVISION ON PRESENT JOB

Asks my advice

Hard to please

Impolite

Praises good work

Tactful

Influential

Up-to-date

Doesn't supervise enough

Quick tempered

Tells me where I stand

Annoying

Stubborn

Knows job well

Bad

Intelligent

Leaves me on my own

Around when needed

Lazy

Please go on to the next page

Think of your present work. What is it like most of the time? In the blank beside each word given below, write

 y for "Yes" if it describes your work

 n for "No" if it does NOT describe it

 ? if you cannot decide

.....

WORK ON PRESENT JOB

_____ Fascinating

_____ Routine

_____ Satisfying

_____ Boring

_____ Good

_____ Creative

_____ Respected

_____ Hot

_____ Pleasant

_____ Useful

_____ Tiresome

_____ Healthful

_____ Challenging

_____ On your feet

_____ Frustrating

_____ Simple

_____ Endless

_____ Gives sense of accomplishment

Go on to the next page

Think of the majority of the people that you work with now or the people you meet in connection with your work. How well does each of the following words describe these people? In the blank beside each word below, put

 y if it describes the people you work with

 n if it does NOT describe them

 ? if you cannot decide

.....

PEOPLE ON YOUR PRESENT JOB

 Stimulating

 Boring

 Slow

 Ambitious

 Stupid

 Responsible

 Fast

 Intelligent

 Easy to make enemies

 Talk too much

 Smart

 Lazy

 Unpleasant

 No privacy

 Active

 Narrow interests

 Loyal

 Hard to meet

Think of the pay you get now. How well does each of the following words describe your present pay? In the blank beside each word, put

 y if it describes your pay

 n if it does NOT describe it

 ? if you cannot decide

.....

PRESENT PAY

Income adequate for normal expenses

Satisfactory profit sharing

Barely live on income

Bad

Income provides luxuries

Less than I deserve

Highly paid

Underpaid

Appendix N

EDWIN EDWARDS
GOVERNOR

STATE OF LOUISIANA
BATON ROUGE MENTAL HEALTH CENTER
 688 NORTH FIFTH STREET
 P. O. Box 4215, CAPITAL STATION
 BATON ROUGE, LOUISIANA 70804

ADMINISTRATIVE OFFICES	PH. 389-8881
ADMISSIONS	PH. 389-1787
ADULT SERVICES	PH. 389-8881
CHILDREN'S SERVICES	PH. 389-8841

Dear _____,

As part of our continuing concern for providing the best service possible for persons using the service of this Center, we are requesting that you assist us in the evaluation of the Volunteer Program. We would, therefore, appreciate your filling out the enclosed form and returning it to the Center.

Please feel comfortable about giving the first answer that comes to your mind because this questionnaire is designed to discover your opinion and is not a test of your knowledge of actual facts.

The importance of continued evaluation of the services offered by the Center cannot be over-emphasized. Such evaluation provides increased opportunity for our mutual planning, and consequent improvement, of Center Programs. Your support then, is important in the program development, and is very much appreciated.

Sincerely,

Thomas H. Brittain, Jr.

Thomas H. Brittain, Jr.
 Coordinator, Research Services

THS/crb
 Enclosure

APPENDIX M

P - P Questionnaire

Please circle one of the five possible answers for each question below as it applies to your area of the community:

1. The average family income per year is:
a) 0-\$5,000 b) \$5,000-\$10,000 c) \$10,000-\$15,000 d) \$15,000-\$20,000 e) More than \$20,000
2. The percent of persons who are non-white is:
a) 0%-20% b) 21%-40% c) 41%-60% d) 61%-80% e) 81%-100%
3. The number of persons in an average household is:
a) one or two b) three or four c) five or six d) seven or eight e) nine or more
4. The percent of run-down houses is:
a) 0%-20% b) 21%-40% c) 41%-60% d) 61%-80% e) 81%-100%
5. The percent of land being used for commercial purposes is:
a) 0%-20% b) 21%-40% c) 41%-60% d) 61%-80% e) 81%-100%
6. The percent of unemployed persons is:
a) 1%-2% b) 3%-4% c) 5%-6% d) 7%-8% e) More than 8%
7. Social conditions are:
a) Excellent b) Good c) Average d) Fair e) Poor
8. During the last 10 years, social conditions have:
a) Become much better b) Become better c) Stayed the same d) Become worse
e) Become much worse
9. Facilities and occasions for social activity are:
a) Very Great b) Good c) Average d) Fair e) Poor
10. I use these facilities and occasions:
a) Always b) Usually c) Sometimes d) Rarely e) Never
11. In comparison to other uses, the amount of land used for education is:
a) Very Great b) Great c) About Average d) Small e) Very Small

12. I use the education facilities and services:
a)Always b)Usually c)Sometimes d)Rarely e)Never
13. In comparison to other uses, the amount of land used for recreation is:
a)Very Great b)Great c)About Average d)Small e)Very Small
14. I use recreational facilities and services:
a)Always b)Usually c)Sometimes d)Rarely e)Never
15. In comparison to other uses, the amount of land used for government is:
a)Very Great b)Great c)About Average d)Small e)Very Small
16. I use governmental facilities and services:
a)Always b)Usually c)Sometimes d)Rarely e)Never
17. The average age of people is:
a)birth-20 years old b)21 years old-40 years old c)41 years old-60 years old
d)61 years old-80 years old e)More than 80 years old
18. The average school grade that people complete is:
a)1st grade-4th grade b)5th grade-8th grade c)9th grade-12th grade
d)1 year of college e)college
19. The means of transportation for most people is:
a)Private car b)Bus c)Train d)Taxi or Friend e)Walk
20. People live in the same house that they lived in:
a)10 years ago b)8 years ago c)6 years ago d)4 years ago e)2 years ago
21. When people move, someone else moves in:
a)Always b)Usually c)Sometimes d)Rarely e)Never
22. My present job is:
a)Very Good b)Good c)Average d)Fair e)Poor
23. My present job should be:
a)Very Good b)Good c)Average d)Fair c)Poor
24. My present job is exactly like I expected it to be:
a)0%-20% of the time b)21%-40% of the time c)41%-60% of the time
d)61%-80% of the time e)81%-100% of the time

Appendix O

STATE OF LOUISIANA

BATON ROUGE MENTAL HEALTH CENTER

608 NORTH FIFTH STREET

P. O. Box 4215, CAPITOL STATION

BATON ROUGE, LOUISIANA 70804

EDWIN EDWARDS
GOVERNOR

ADMINISTRATIVE SERVICES	PH. 389-8881
ADMISSIONS	PH. 389-8797
ADULT SERVICES	PH. 389-8881
CHILDREN SERVICES	PH. 389-8841

Dear _____,

I would like to thank you for your help with the research study that we are doing here at the Center. We wanted to see if we were providing our clients with the best possible service. As I mentioned to you last time, we would like at this time to give some feedback to you on the first set of questionnaires you filled out and to see how you're getting along now.

The entire set of questionnaires and our talk should take only about 45 minutes, and so I am setting aside the following times from which you can choose a time that is best for you:

_____, 1973 at _____,
or _____, 1973 at _____.

Once you have chosen a time, you then need only to come to the second floor receptionist at that time and ask to see Tom Brittain. If you would like to come in at another time than those listed above, please telephone me at 389-5851, during any one of the above listed hours and we will arrange another appointment.

Looking forward to seeing you then.

Sincerely,

Thomas H. Brittain, Jr.
Coordinator of Evaluation Services

TMB:kl

Appendix P

VIP - VR

QUESTIONNAIRE II

POSTTEST

1. What needs does your patient have at the present time?

_____ social activity (parties, clubs, groups, etc.)
 _____ recreational activity (bowling, walks, Putt-Putt golf, etc.)
 _____ cultural (art, music, plays, etc.)
 _____ transportation
 _____ personal grooming
 _____ finding a job
 _____ finding a place to live
 _____ getting medical care
 _____ religious activities
 _____ getting on welfare
 _____ getting off welfare
 _____ learning to cook and keep house
 _____ learning to set a family budget
 _____ getting more education
 _____ getting legal assistance
 _____ other help (specify)

2. With which needs has (his, her) volunteer not been able to help?

3. Please circle your patient's present overall level of adjustment.

Excellent Good Average Fair Poor

4. During the past 3-4 months, have you seen (him, her) on (circle one):

a.) weekly basis b.) monthly basis c.) prn basis d.) not at all

5. Did you have contact with the volunteer who was working with your patient?
 YES NO If so, how often and what kind (telephone, letter, office
 visit, etc.):

Appendix Q

VLP - VR COUNSELOR

QUESTIONNAIRE I

1. What needs does your client have at the present time?

- _____ social activity (parties, clubs, groups, etc.)
- _____ recreational activity (bowling, walks, Putt-Putt golf, etc.)
- _____ cultural (art, music, plays, etc.)
- _____ transportation
- _____ personal grooming
- _____ finding a job
- _____ finding a place to live
- _____ getting medical care
- _____ religious activities
- _____ getting on welfare
- _____ getting off welfare
- _____ learning to cook and keep house
- _____ learning to set a family budget
- _____ getting more education
- _____ getting legal assistance
- _____ other help (specify)

2. With which needs have (his, her) volunteer not been able to help?

3. Please circle your client's present overall level of adjustment.

Excellent Good Average Fair Poor

4. Since your client was referred from the Baton Rouge Mental Health Center, have you seen (him, her) on (circle one):

a.) weekly basis b.) monthly basis c.) prn basis d.) not at all

5. Did you have contact with the volunteer who was working with your client?

YES NO If so, how often and what kind (telephone, letter office visit, etc.):

Appendix R

VIP PROGRAM QUESTIONNAIRE V-post

BRCHHC
655 North Fifth
Baton Rouge, Louisiana

NAME
ADDRESS
TELEPHONE

I. Please record below your reactions to the VIP Program. Be candid and feel free to use your own unique manner of expression. Use back paper if necessary.

1. Continued reaction to the VIP Program. Include your reasons for deciding to remain (or not remain) a participant in the VIP Program.

2. VIP group meetings with other volunteers.

3. Contacts with the person to whom you are relating (have related) and with whom you are working (have worked). Include how often you saw him (her); whether this was often enough; the predominant kinds of activities with him (her) such as "mostly visited and talked", "mostly shopping", "helped find a job", "bowled a lot", etc.; the average length of time spent per visit or activity; and your feeling about the person at this time.

4. Were your contacts helpful? _____. In what ways?

5. Did you do things with him (her) that you enjoy? _____. What were these?

Did you do things with him (her) that he (she) enjoys? _____. What were these?

6. Please circle the present overall level of adjustment of the person with whom you have worked:

excellent good average fair poor

-2-

7. What needs does your person have at the present time?

- _____ social activity (parties, clubs, groups, etc.)
- _____ recreational activity (bowling, walks, Putt-Putt golf, etc.)
- _____ cultural (art, music, plays, etc.)
- _____ transportation
- _____ personal grooming (the way you dress and look)
- _____ finding a job
- _____ finding a place to live
- _____ getting medical care
- _____ religious activity
- _____ getting on welfare
- _____ getting off welfare
- _____ learning to cook and keep house
- _____ learning to set a family budget
- _____ getting more education
- _____ other help
- _____ getting legal assistance

8. With which needs did you help? What were your goals in working with this person?

9. If you were working in the VIP Program in a service other than a one-to-one interpersonal relationship (such as typing, interior decorating committee, research aide, etc.), please note your reactions:

10. Contacts with the BRCMHC staff, professional and non-professional (receptionist, clerical, etc.), please note your reactions:

11. Your participation in the determination of the kinds of VIP services provided and the methods of providing them.

-3-

- II. Please record any suggestions you might have for improvement of the VIP Program, both in terms of provision of better assistance to persons served and in terms of your enjoyment of the program.

III. PERSONAL FEELINGS TOWARD THE PERSON WITH WHOM I AM WORKING (HAVE WORKED)...

(check one):

- ☐ I feel that I will probably like (have probably liked) this person very much.
- ☐ I feel that I will probably like (have probably liked) this person.
- ☐ I feel that I will probably like (have probably liked) this person to a slight degree.
- ☐ I feel that I will probably neither particularly like nor particularly dislike (have probably neither liked nor particularly disliked) this person.
- ☐ I feel that I will probably dislike (have probably disliked) this person to a slight degree.
- ☐ I feel that I will probably dislike (have probably disliked) this person.
- ☐ I feel that I will probably dislike (have probably disliked) this person very much.

WORKING TOGETHER IN THE VIP PROGRAM (HAVING WORKED TOGETHER IN THE VIP PROGRAM)...

(check one)

- ☐ I believe that I will very much dislike (have very much disliked) working with this person in VIP.
- ☐ I believe that I will dislike (have disliked) working with this person in VIP.
- ☐ I believe that I will dislike (have disliked) working with this person in VIP to a slight degree.
- ☐ I believe that I will neither particularly dislike nor particularly enjoy (have neither particularly disliked nor particularly enjoyed) working with this person in VIP.
- ☐ I believe that I will enjoy (have enjoyed) working with this person in VIP to a slight degree.
- ☐ I believe that I will enjoy (have enjoyed) working with this person in VIP.
- ☐ I believe that I will very much enjoy (have very much enjoyed) working with this person in VIP.

VITA

The author was born on July 13, 1942 at Lake Charles, Louisiana. He completed high school at Westlake High School in Westlake, Louisiana in 1960. He was married to Mary Annette Sowers in 1964. They have one child.

He received his B.A. degree in Psychology from Louisiana Polytechnic University in 1964. He received his M.S.W. in Social Work from Louisiana State University in 1966. He is a candidate for the Ph.D. in psychology at the December, 1973 commencement.

EXAMINATION AND THESIS REPORT

Candidate: Thomas Herschell Brittain, Jr.

Major Field: Psychology

Title of Thesis: The effect of volunteers on the job satisfaction and life adjustment of emotionally disturbed, hard core unemployed persons

Approved:

Major Professor and Chairman

Dean of the Graduate School

EXAMINING COMMITTEE:

Date of Examination:

July 16, 1973